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President
Catherine Lemann
Mapping the Future of Law Librarianship
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Conspicuity: The Art of Being Seen

When I ride my bicycle or motorcycle, it is as if I am invisible—not invincible, but rather unseen by motorists because I am something outside their expected perceptual set of boxy vehicles measuring eight feet or more across. Drivers overlook vehicles smaller than their expectation; after hitting a cyclist, a motorist typically says, “I didn’t see her.” So, recognizing this human tendency to ignore what one doesn’t expect, I wear a reflective safety vest and a light-colored helmet and use extra lights.

Some motorists assert a different solution: “Loud pipes save lives.” I disagree. Most car and motorcycle accidents involve the car turning in front of the motorcyclist. Since loud pipes thunder backward rather than forward, they do little to alert the turning vehicle to the motorcycle’s presence. In addition, the noise is unfocused and impacts many who aren’t even on the same road as the motorcycle. So, all that noise going out the back is wasted as a conspicuous safety mechanism, although it does serve to annoy many others—who up to that point—posed no threat to the motorcyclist.

As a bicyclist or motorcyclist, I don’t need to indiscriminately announce my presence and annoy everyone. I need only take care that those who pose an immediate threat to me see me; the really important ones are those who might turn or pull out in front of me, cut me off, and so on. Rather than annoy with unnecessary noise, I ride defensively by placing myself outside of drivers’ blind spots. I also watch for the little clues that signal a driver’s intentions (hands at the 8, 10, 2, or 9 positions). I don’t need to indiscriminately use extra lights and extra horn sounds to alert motorists (or other drivers) to my presence. With this, I can remain unseen with virtually zero chance of being involved in an accident.

Knowing what keeps them awake at night, we can provide information solutions that make their jobs easier while demonstrating the value we provide to them and the institution. Paying attention to the little details of how they speak and write enables us to customize our communications so they hear and see us—without becoming annoyed.

Communicating effectively increases our job security just as conspicuity increases the safety of cyclists. “Keep the rubber down, shiny side up.”

By Mark E. Estes
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“BNA publications provide a level of analysis that I haven’t found anywhere else.”

NAME: Monice Kaczorowski

TITLE: Director of Library Services
Neal, Gerber & Eisenberg LLP
Chicago, IL

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photo by Brant Bender
Mapping Our Future

I always leave AALL’s Annual Meeting full of ideas and enthusiasm, and 2009 is no exception. This year’s theme, “Innovate,” provided ample inspiration for sharing creative ideas. Paul George and the 2009 Annual Meeting Program Committee made available an exciting array of educational programs on many interesting topics. The Washington, D.C., Local Arrangements Committee, chaired by Judy Gaskell and Carla Evans, did a fabulous job of hosting in a city with so much to do and see. The opening event at the Library of Congress was an impressive location to kick off our conference.

The 2010 Annual Meeting will be in Denver, July 10–13. The frontier location near the Rockies inspired the theme, Summit 2010: Mapping our Future. Denver is an appropriate city in which to hold such a summit and discuss our future. As a fairly young city, Denver has grown from a gold rush town to a major gateway between the Midwest and West Coast. The city has evolved into an interesting mix of diverse neighborhoods with plenty of opportunities nearby for outdoor adventure. Denver promotes sustainable development and is eco-friendly, a vision that will sustain the city long into the future.

The economic conditions in the country and the legal community have recently forced changes that we might not have anticipated a year ago. How do we adapt to a future of increasingly networked institutions, technological change, and budget constraints? The 2010 Annual Meeting Program Committee, chaired by Steve Anderson, anticipates that Summit 2010 will provide the opportunity for us to learn practical insights from our colleagues to deal with these challenges. We hope to explore creative ways of envisioning libraries and information services for the future.

2009-2010 Plans

Recent AALL presidents have provided vision to accomplish new initiatives. Sally Holterhoff’s Advocacy Summit, James Fessenden’s efforts to improve leadership opportunities, and James Duggan’s plans to revamp AALLNET have strengthened AALL. My year will be a chance to assess where we are and to map the future of the Association.

Annual Meeting Review Special Committee

I am appointing one special committee: the Annual Meeting Review Special Committee. The Annual Meeting is our chance to gather together the various Association entities, special interest sections, committees, caucuses, and chapters. Chaired by Kim Serna of Jones Day in Houston, the committee will look at the organization of the meeting, educational and social events, and trends in conference attendance across other industries.

We recently shortened the meeting by one day. Special interest sections can present programs at the same time as programs selected by the Annual Meeting Program Committee. I firmly believe that the benefits provided by our Annual Meeting—the face-to-face interaction, networking opportunities, educational programs, and social events—are vital to improving us individually and collectively.

Strategic Plan

We are nearing the end of our current Strategic Plan. The Executive Board and I expect members will appreciate a new look and much improved functionality.

It is a privilege and honor to serve as AALL president. I look forward to continue meeting and working with the talented, diverse, enthusiastic members who strengthen and support AALL. ■

Catherine Lemann (clemann@courts.state.ak.us) is state law librarian at the Alaska State Court Law Library in Anchorage.

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A Productive Business Meeting in Washington, D.C.

The nation’s capital provided a majestic backdrop for AALL’s 102nd Annual Meeting and Conference, July 25-28. Association members attended great educational programs inspired by this year’s “Innovate” theme, had numerous opportunities for professional networking, and enjoyed wonderful social events. The Executive Board participated in a full schedule of Annual Meeting activities including the Conference of Newer Law Librarians (CONELL), leadership training for committee chairs, staffing the AALL Member Services booth, greeting first-time vendors in the exhibit hall, attending receptions to thank international attendees, and presiding over the Annual Business Meeting.

July Board Meeting
Prior to the start of the Annual Meeting, the July Executive Board Meeting was held Thursday and Friday, July 23 and 24.

The meeting was busy as usual, with a large group in attendance. Outgoing board members Janice Henderson and Cornell Winston, and Past President Ann T. Fessenden completed their three-year terms on the Executive Board. Continuing for the 2009-2010 year are President Catherine Lemann, Past President James E. Duggan, Secretary Ruth J. Hill, Treasurer David Mao, and board members Carol Bredemeyer, Christine L. Grasser, Jean M. Wengen, and Sally H. Wise. Incoming Vice President/President-Elect Joyce Manna Janto and board members Marcus Hochstetler and Janet McKinney participated in an orientation session. Vice President Catherine Lemann conducted this session to bring new board members up to speed with information on Executive Board governance, roles and responsibilities of board members, Association finances, and the current Strategic Plan.

Also in attendance were: Council of Chapter Presidents Chair Sarah Mauldin (2009-2010); Special Interest Section Council Chairs Ron Wheeler (2008-2009) and Dennis Sears (2009-2010); and AALL staff members Kate Hagan, executive director; Mary Alice Baish, director, Government Relations Office; Paula Davidson, director of finance and administration; and Kim Rundle, executive assistant to the executive director.

Action Items
The board had a full list of action items on the agenda. Action items are agenda items for which a vote of the board is required. Items approved and adopted by the board included the following: the minutes of the April 17-18, 2009, Executive Board Meeting; the operating budget for PY 2009-2010; the revised AALL Statement of Portfolio Investment Policy and AALL Financial Policies; the revised Speaking for AALL Policy; revisions of the eligibility requirements for the Robert L. Oakley Advocacy Award; the posting of candidate biographies on AALLNET instead of in Law Library Journal; new charges for the Copyright Committee and the Government Relations Committee; and the report from the Executive Board Strategic Directions Committee. Also, the board charged the executive director with researching ways to assist new members and low-salary members with reduced membership dues and Annual Meeting fees. Finally, the board approved recognition awards for several member contributions to the Association, which include the AALL Hall of Fame, Emerging Leader Award, AALL Volunteer Service Award, an annual Lectureship Award, and the AALL Innovation in Technology Award.

Reports
The board agenda also included reports by the president, vice president, treasurer, executive director, director of AALL Government Relations Office, Special Interest Section Council chair, and Council of Chapter Presidents chair. Marian Parker, the Association’s new vendor liaison, also reported to the board.

Business Meeting
Presiding at the Annual AALL Business Meeting was President Duggan, who announced a conference attendance of nearly 1,700.

A moment of silence was observed in memory of deceased members and friends of the Association. These included: Eileen Denner, Sarah Frins, Francis Gates, Adele Hallam, Anna Marie Johnson, Debra A. Jones, Ruth Kessler, Harriet Richman, Victoria Santana, and Margaret Settliff.

Special guests from international library associations recognized at the Business Meeting were: John Bothway, national president of the Australian Law Librarians’ Association; Rosalie Fox, president of the Canadian Association of Law Libraries; Daniella King, president of the British and Irish Association of Law Librarians; and Jules Winterton, president of the International Association of Law Libraries.

As is tradition, President Duggan gave Presidential Certificates of Appreciation to the following members and Headquarters staff who have contributed to the Association or the profession in exceptional ways:

- Timothy L. Coggins and Darcy Kirk for their leadership of the 2008 Joint Study Institute Planning Committee and their many contributions to the profession
- Susan Lewis-Sommers for her leadership of the Developing Law Librarians for the Future Special Committee
- Frank Y. Liu and Janis L. Johnston for their leadership of the China-United States Conference on Legal Information and Law Libraries Steering Committee
- Ann T. Fessenden for her leadership and dedicated service to AALL and her advocacy on behalf of AALL and vendor relations
- Frank G. Houdek for his exemplary leadership, service, and dedication to AALL, and for his tireless efforts to document AALL history through his many scholarly contributions
- Christopher Siwa, web administrator, for his five years of dedicated service to AALL and its members
- Julia O’Donnell, director of membership marketing and communications, for her five years of dedicated service to AALL and its members
- Kimberly Rundle, executive assistant to the executive director, for her 10 years of dedicated service to AALL and its members
- Ivonne Torres, accounting assistant, for 10 years of dedicated service to AALL and its members
- Duggan delivered the President’s Report describing his many activities during his presidential year, including representation of AALL at the China-United States Conference on Legal Information and Law Libraries. Catherine Lemann presented plans for her presidential year in the Vice President’s Report, including the theme for AALL’s 103rd Annual Meeting to
**2009 Day on the Hill Participants Prove “All Politics Is Local”**

WASHINGTON, D.C., August 6, 2009—With the AALL Annual Meeting in Washington, D.C., this year, the Government Relations Office and Government Relations Committee (GRC) took advantage of this special opportunity to host a full-day advocacy training for members of AALL and our chapters. On Friday, July 24, more than 75 energetic and dedicated law librarians from 27 states and Japan came together for the 2009 AALL Day on the Hill Legislative Advocacy Leadership Training. Thanks to their enthusiasm, the Day on the Hill was a great success.

It was exciting to see many new and familiar faces gather early on Friday morning for coffee and networking in the Renaissance Hotel. After spending a few minutes getting acquainted, incoming GRC Chair Camilla Tubbs welcomed the participants and explained the goals for the day: to learn about AALL’s current policy priorities, gain confidence in developing and delivering effective messages about them, and spend the afternoon meeting with members of Congress and their staffs on the Hill.

Advocacy Communications Assistant Emily Feldman then joined me in reviewing the nine “hot topics” on our policy and legislative agenda. Many of this year’s policy priorities are included in AALL’s Statement to The Obama-Biden Transition Team: Public Policy Positions of the American Association of Law Libraries, which outlines the Association’s information policy goals for the next several years. Our top priorities include no-fee public access to the Public Access to Court Electronic Records (PACER) system, public access to Congressional Research Service (CRS) reports, and support for increased funding for the Law Library of Congress.

We were pleased this year to have the opportunity to host ‘Advocacy Guru’ Stephanie Vance as our guest speaker. Vance has more than 15 years of experience in D.C. as a lobbyist and a congressional aide, and she offered our participants an insider’s look at the legislative process in her fun and entertaining style. Her useful tips on the best ways to deliver a message helped our members feel more prepared for their afternoon meetings on Capitol Hill.

Vance also spent time walking through message development on a few of our issues. Participants then used her tips to develop their own messages for their senators and representatives. After lunch with their state delegation, Day on the Hill participants traveled to Capitol Hill to present their issues to their congressional representatives and their staffs. Participants had spent many weeks arranging these meetings, and their hard work certainly paid off. Despite hot button issues like health care, energy, and the economy competing for the attention of members of Congress, AALL members had tremendous success in delivering their messages on the Hill. Two issues in particular, no-fee public access to PACER and public access to CRS reports, resonated strongly with many members of Congress.

In addition, it was gratifying to learn of Hill action on three of our top priority issues. Shortly after the Day on the Hill, the House passed the William Orton Law Library Improvement and Modernization Act (H.R. 2728) to increase funding for the Law Library of Congress by a vote of 383-44; the Senate Homeland Security and Governmental Affairs Committee approved the Whistleblower Protection Enhancement Act of 2009 (S. 372) with some additional protections for whistleblowers; and Representatives Edward Markey (D-Mass.) and Anna Eshoo (D-Cal.) introduced a bill (H.R. 3458) in support of network neutrality. These successes would not have been possible without the efforts of our Day on the Hill participants.

“One of the important lessons participants learned during the Day on the Hill is that they have as constituents and librarians to influence their lawmakers. If you weren’t able to attend the Day on the Hill this year, we invite you to join our advocacy team so that you too can help us advance AALL’s legislative agenda. The Government Relations Office makes it easy for you to learn about our issues and get involved. By reading this “Washington Brief” column and our monthly “Washington E-Bulletin” and by signing up for the advocacy online discussion list and the Washington Blawg through the Government Relations page on AALLNET, you’ll stay on top of the latest updates and news from our office. We may also ask you to take action in support or opposition to a bill. When we issue an action alert, we’ll provide you with the background information, talking points, and tips on how to contact your representatives. “All politics is local” and your voice really will make a difference.”

---

**Kate Irvin-Smiler**, reference librarian at Wake Forest University, Professional Center Library

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Mary Alice Baish, director of the AALL Government Relations Office, 25 Massachusetts Avenue, N.W., Suite 500, Washington, D.C. 20001 • 202/942-4237 • Fax: 202/737-0480 • E-mail: mbaisb@aall.org • www.aallnet.org/aalbwash.
EXCELLENCE IN MARKETING

And the winners are... 

By Cindy Spohr

This year the Public Relations Committee received 12 applications for the Excellence in Marketing Awards in the categories of Best Brochure, Best Campaign, Best Use of Technology, Best Public Relations Toolkit, and Best Newsletter. Awards were given in all categories except Best Newsletter. This year’s winners took a wide variety of approaches to reach their constituents, all with impressive success stories.

The award-winning submissions are described and pictured here to give you ideas for your own marketing efforts. The Public Relations Committee looks forward to reviewing your work for the 2010 awards.

BEST BROCHURE
University of Minnesota Law Library
The University of Minnesota Law Library: Commitment to Excellence

In the introduction of the University of Minnesota Law Library brochure, Joan S. Howland, professor of law and associate dean for information and technology, says, “the quality of a law school is often a reflection of the quality of its library.” The “Commitment to Excellence” brochure produced by the University of Minnesota Law Library is a strong testament to the quality of the law library.

The brochure reviews notable dates in the law library’s history, faculty, and student services, as well as an overview of the Anglo-American, foreign, international and comparative, and rare legal materials collections. Throughout are pictures of current and past library scenes.

The brochure was widely distributed and praised by many, including Walter F. Mondale, 42nd vice president of the United States, who noted, “It glows!”

BEST CAMPAIGN
Law Library Association of Wisconsin
2009 LLAW Marketing Calendar

In looking for a way to promote the Law Library Association of Wisconsin (LLAW) and law librarianship in Wisconsin, a calendar was born. Each month of the 2009 calendar featured a picture taken by a LLAW member, the LLAW logo, and interesting dates in legal and Wisconsin history. The cost of the calendar was $15, and vendor support was solicited to offset printing costs—as a result, the calendar became an unexpected but effective fundraiser for the chapter. LLAW members, library school students, and even a Wisconsin Supreme Court judge purchased the calendar, making it such a success that a second printing was required.

LLAW definitely met their goals of generating participation of the membership and promoting LLAW to the current membership, the Wisconsin legal community, and library schools.
The Sacramento County Public Law Library (SCPLL) developed its public relations/media kit to highlight the services and resources of the library, with a focus on access to justice, resources, self-help, training and education, and community outreach. Each of these areas contains eye-catching photographs and a brief description on tiered cards. Detailed information, pathfinders, class schedules, and event flyers are found behind each card.

The kit has been distributed to all local television stations, targeted radio stations, local publications, and the County Board of Supervisors, and the library staff indicates that the key to generating the most media interest and placements is meticulous media interaction over an extended period of time—tenacity is a must.

And indeed, the tenacity of the SCPLL staff has paid off—Director Coral Henning appeared on “Sacramento & Company,” a local television show, and three radio talk shows. In addition, several articles were written in local publications, including the Sacramento Bee.

Cindy Spohr (cindy.spohr@lexisnexis.com) is senior director of the librarian relations group at LexisNexis in Fort Wayne, Indiana.

The Sacramento County Public Law Library serves the courts, attorneys, self-represented litigants and other non-lawyers with resources to ensure access to justice for Sacramento County residents, and all Californians. The library is a practice library, focusing on practical materials with 65,000+ volumes of treatises, loose-leaf services, formsbooks, and self-help “how-to” books that will assist patrons in their legal transactions and court affairs. Use of the library is free to all.

The library provides patrons access to a number of online and CD-ROM legal resources. Publishers’ licensing restrictions prohibit the use of these databases outside of the library’s website, but they are available at all public terminals within the library.

The Sacramento County Public Law Library developed its public relations/media kit to highlight the services and resources of the library, with a focus on access to justice, resources, self-help, training and education, and community outreach. Each of these areas contains eye-catching photographs and a brief description on tiered cards. Detailed information, pathfinders, class schedules, and event flyers are found behind each card.

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Cindy Spohr (cindy.spohr@lexisnexis.com) is senior director of the librarian relations group at LexisNexis in Fort Wayne, Indiana.
Members mingle with Executive Board candidates at the AALL Member Services Booth on July 28.
AALL 2009 Annual Meeting and Conference attendees enjoy opportunities to learn, meet, and socialize in the nation’s capital.

Nearly 1,700 legal information professionals gathered in Washington, D.C., July 25-28, for AALL’s 102nd Annual Meeting and Conference. The spirit of innovation was in the air with more than 70 educational programs and workshops packed into four days. Keynote speaker Jonathan Zittrain, internet cyberlaw scholar and author, challenged the audience to consider “The Future of the Library—And How to Stop It” during the Opening General Session. And the Exhibit Hall showcased products from 91 information vendors.

With museums and memorials galore, Washington, D.C., provided a beautiful and historic backdrop for the events. Outside of programs, attendees connected at such events as the Conference of Newer Law Librarians (CONELL) and the opening reception held at the Law Library of Congress.

By the time the Closing Banquet drew to a close, members had clearly made the most of their four days. The exciting ideas generated during program presentations, conversations in conference center hallways, and discussions over dinner are sure to keep members busy until Summit 2010: Mapping Our Future, next year’s Annual Meeting in Denver.

Photos by Brant Bender
A string ensemble serenades attendees during the Opening Event at the Library of Congress on July 25.

President James Duggan speaks before the opening of the Exhibit Hall on July 26.


Conference attendees register for the 102nd Annual Meeting in Washington, D.C.
Before the Closing Banquet, Carl Yirka (far left), professor/library director at Vermont Law School and winner of the Spectrum Article of the Year Award, socializes with past AALL presidents Janis Johnston, director of the law library and associate professor of law at the University of Illinois at Urbana-Champaign; Judith Meadows, director of the State Law Library of Montana; Frank Houdek, interim dean and professor of law at Southern Illinois University School of Law; and Kay Moller Todd, senior legal researcher at Paul Hastings Janofsky & Walker LLP.

After a busy week of educational programming and meetings, members cut loose on the dance floor.

The Executive Board greets attendees of the Opening Event at the Library of Congress.

Ryan Harrington (left), reference librarian at Yale Law School, speaks with Larry Reeves, associate director of George Mason University Law Library, at the CONELL Marketplace.
The Annual Meeting @AALLNET.org

Re-live the meeting through photos, look up handout materials, or check blog postings on AALLNET.

AALL Capital Crier Blog
http://capitalcrier.blogspot.com

Awards and Acknowledgments
www.aallnet.org/about/awards.asp

Audio and Recordings and Handout Materials on AALL2go
www.softconference.com/AALL/slist.asp?C=2794

Photos from the Meeting
www.aallnet.org/events/photo_album.asp?id=5

Members learn about a new information product from one of 91 information vendors.

The Walter E. Washington Convention Center provided a spacious venue for exhibits and programming.
New and Classic Works in Law from Cambridge University Press

The Sword and the Scales
The United States and International Courts and Tribunals
Cesare P. R. Romano

Conscience and the Common Good
Reclaiming the Space Between Person and State
Robert K. Vischer

Mirrors of Justice
Law and Power in the Post-Cold War Era
Kamari Maxine Clarke and Mark Goodale

The Gender of Reparations
Unsettling Sexual Hierarchies while Redressing Human Rights Violations
Ruth Rubio-Marin

Necessary Evils
Amnesties and the Search for Justice
Mark Freeman

The Struggle for Constitutional Power
Law, Politics, and Economic Development in Egypt
Tamir Moustafa

The Legal Dimensions of Oil and Gas in Iraq
Current Reality and Future Prospects
Rex J. Zedalis

The Endurance of National Constitutions
Zachary Elkins, Tom Ginsburg and James Melton

The Road to Independence for Kosovo
A Chronicle of the Ahlisaari Plan
Henry J. Perriitt, Jr.

Constituting Equality
Gender Equality and Comparative Constitutional Law
Susan H. Williams

The Gender of Reparations
Unsettling Sexual Hierarchies while Redressing Human Rights Violations
Ruth Rubio-Marin

Science, Colonialism, and Indigenous Peoples
The Cultural Politics of Law and Knowledge
Laurelyn Whitt

Cooperating for Peace and Security
Evolving Institutions and Arrangements in a Context of Changing U.S. Security Policy
Bruce D. Jones, Shepard Forman and Richard Gowen

Death by Moderation
The U.S. Military’s Quest for Useable Weapons
David A. Koplow

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Even if you weren’t able to join us in Washington, D.C., you can still benefit from the wealth of educational programming by logging on to AALL’s online learning center, AALL2go.

- **Online access** to AALL Annual Meeting program recordings, archived webinars, audio recordings, and video recordings, along with accompanying program handouts.

- **Advanced search capabilities** so you can focus on key areas of interest and find continuing education materials where and when you need them.

[www.softconference.com/AALL/default.asp](http://www.softconference.com/AALL/default.asp)
The Future of the Library

And How to STOP It

By Sheila Cui

Jonathan Zittrain’s Keynote Addresses Innovation in the Digital Age

The Internet has no prejudice. It is free and accessible to all regardless of race, gender, creed, or nationality. Now imagine an Internet lockdown at some point in the future. Isn’t that a scary thought? It raises a series of questions that we need to confront now: How would a lockdown be possible? Is there anything we can do as a profession to put a stop to an unsettling destructive trend? What is the solution? This was the subject of the AALL Annual Meeting keynote speech by Jonathan Zittrain, professor of Internet Governance and Regulation at Oxford University and co-founder of Harvard Law School’s Berkman Center for Internet and Society. Zittrain’s topic was intriguing enough, and his engaging presentation style kept the audience riveted during the 90-minute speech. The high quality of the content and delivery makes the audio recording of the session a worthwhile purchase.

Zittrain’s inspiring thoughts and ideas were relevant to the Annual Meeting theme—“Innovate!” He opened with a discussion of traditional library settings and eased into an analysis of the issues facing libraries in the digital age by introducing new information technology (IT) concepts. Zittrain successfully distinguished himself as a competent speaker, seamlessly incorporating familiar examples into dry and sometimes difficult IT jargons and notions—an effective presentation technique that commanded the attention of nearly 1,200 attendees.

Dangers on the Horizon

As people increasingly rely on Internet-focused applications, vendors and their partners are gaining control over content and access. Some recent examples of this “tethered technology” include: digital video recorders designed to self-destruct; Kindle e-books programmed to mysteriously vanish; Global Positioning Systems (GPS) in cars conveniently eavesdropping on passengers; and new Web 2.0 applications such as Google Mashup and Facebook monitored and controlled by service providers.

Profit-driven companies, fully aware of the power of information in the digital revolution, have been pouring massive amounts of capital into digitizing all kinds of information around the clock. When a desired level of control over vast categories of information is reached, they will be celebrating their big pay day while the general public laments the loss of free access to information. Unfortunately, the digital publishing world appears to be insulated from the rules of conduct that apply in the physical realm. This alarming state of affairs calls for innovative solutions to create a healthy environment in which social structures, laws, rules, regulations, and ethics can all play their appropriate roles, thus freeing various aspects of cutting-edge information technologies from control or manipulation by a single gate-keeping entity, private or public.

A vivid example is Wikipedia, a typical Web 2.0 platform, which has been at the center of some controversies. Its greatest strengths and weaknesses are the communal nature of its accessibility and its knowledge-sharing features. Within Wikipedia, mistakes are being made and corrected, then created again by global public editors as we speak. This intrinsic shortfall undermines its stability as a reliable source of information, leading Zittrain to consider it always “45 minutes away from self-destruction.” Such phenomena make the Internet’s prospects seem bleak, suggesting it is on a fast track to disaster.

Taking Charge of the Web

Actions are required now to avoid an Internet tsunami down the road. The sooner we act, the better handle we can get on existing and potential problems. Zittrain concluded the speech with encouraging words, stating that the Internet’s salvation lies “in the goodwill of its millions of users.” By developing new technologies and social structures that allow users to work creatively and collaboratively while avoiding the excesses and abuses of openness, libraries can act as catalysts on many levels in the digital revolution. For instance, libraries rather than private entities can—and should—play a key role in digitizing and storing information for the public good.

A great speaker has solid expertise, understands the audience, and possesses exceptional communication skills. Zittrain scored high in all of these areas. He was able to communicate his extensive knowledge fluidly and effortlessly, and bring home important issues. He effectively utilized visual aids as well as physical gestures while articulating his messages in a loud, clear, and poised manner. His smart sense of humor was pleasantly entertaining. Throughout the session, he was able to keep the audience fully engaged with a high level of enthusiasm. As a conference attendee, I was enlightened and entertained at the same time.

Sheila Cui (sheilacui6@yahoo.com) is a senior law librarian in Albany NY.
A New Look at Diversity

Caucuses and committees find common ground at Diversity Symposium

By Nichelle J. Perry
photos by Brant Bender
I n keeping with the 2009 AALL theme “Innovate,” the AALL Diversity Committee decided to re-explore the idea of what diversity is within AALL and to examine the common threads that tie the diverse groups in AALL together. Since diversity has recently been “reexamined” and “revamped” in society, the committee thought “Rethinking Diversity: Defining Ourselves for the 21st Century” was the perfect topic for this year’s Diversity Symposium. To begin the dialogue, the committee invited representatives from some of the major groups within AALL that have established themselves as “diverse” to speak at the symposium. These groups that many members have heard of but may not know much about. By offering these groups the opportunity to present their mission and history, the committee hoped to expand members’ understanding of diversity within AALL and to help them learn more about the goals and objectives of these groups.

Connecting and Learning from Each Other

Groups with representatives on the diversity panel included: Asian-American Law Librarians Caucus; Black Caucus of the American Association of Law Libraries; Lesbian and Gay Caucus, Latino Caucus, and Native Peoples Law Caucus. Each representative spoke for approximately five minutes about his or her group. While all of the representatives provided “official” information about their group (such as when they were formed, their mission and projects, etc.), most gave more personal accounts, including what it meant for them to be a member of the group.

Andrew Pulau Evans of the Asian-American Law Librarians Caucus spoke of how belonging to the caucus for him was very personal. He indicated that he felt like he had found brothers and sisters in the profession that he could call on for support.

Allen Moye of the Black Caucus provided the symposium with a wonderful timeline of the history of African American involvement in AALL and noted that much of the history of minorities in AALL is chronicled in the book Celebrating Diversity: A Legacy of Minority Leadership in AALL by Carol Nicholson, Ruth Hill, and Vincente Garces. There was definitely pride in his voice when he spoke about the caucus and the vital contributions the group’s members have made to AALL.

Katie Brown of the Black Law Students Association; speaking at library school career programs; and creating internship programs for high school students. (One law librarian from a rural community volunteered that one of the ways law librarians in her state reach out to the community is by sponsoring a car in the local demolition derby with the code sections for driving infractions printed on its side.) “Reach them any way you can” seemed to sum up the feelings of most everyone at the symposium.

The final point of discussion related to the fact that everyone is doing a lot of work to recruit diverse persons to the profession, but these efforts are not being recorded or collected anywhere. Perhaps what is really needed is a place

(continued on page 27)
Preparation students for legal research questions on the bar exam

By Maureen Cahill


Presenters: Mary Ann Neary, M.I.L.S., coordinator and speaker, Boston College Law Library; Filippa Marullo Anzalone, M.A., Boston College Law Library; Patricia A. Cervenka, M.S., Marquette University Law Library; Erica Moeser, J.D., National Conference of Bar Examiners; Jane O’Connell, University of Texas, Jamail Center for Legal Research; Mark Sullivan, Boston College Law Library; and Sherri Nicole Thomas, University of New Mexico Law Library.

For many years, law librarians and others have actively advocated the inclusion of questions on the bar exam about testing proficiency in legal research. This movement grew from the work of AALL’s 2005-2006 Special Committee on Fostering Legal Research as a Subject Specialty, largely because it resulted in an active collaboration between the committee and the National Conference of Bar Examiners (NCBE). Many interested parties think that a revision of the bar exam to include testing for legal research skills is now likely. Consequently, I considered this year’s Annual Meeting program “Legal Research Questions on the Bar Exam: Preparing Our Students” both timely and important. I was especially intrigued because the first speaker was Erica Moeser, current president of the NCBE. Moeser immediately dispelled any doubts I may have had about her position on including legal research as a subject tested on the bar exam, announcing that it was her pleasure to “preach to the choir” on the issue.

Evolution of the Bar Exam

Moeser gave a quick overview of the purpose of licensing exams, emphasizing that they serve as consumer protection devices. The content of this exam reflects the prevailing view of what skills a new lawyer should possess before he or she begins practice. The multistate bar exam (MBE) has slowly evolved from simple testing of memorized legal facts to its current form, in which the questions reference a series of vignettes. Bar examiners are working to create tests that require candidates to demonstrate an ability to work with legal information in the context of real world problems.

Moeser cautioned that one of the primary roadblocks to the inclusion of legal research on the bar exam is uncertainty about how best to test for research proficiency in the closed environment of the exam. At this point, the most realistic option is that the continuing evolution of the MBE will include the addition of both civil procedure and legal research as subject areas tested. However, bar examiners will not make such major changes in the MBE without time to prepare and assess possible questions. The expected timeframe for an overhaul of the MBE to include legal research is three to five years.

Academic Perspectives

After offering this picture of the possible future for legal research questions on the bar exam, Moeser turned the session over to several academic librarians and directors currently teaching or supervising specialized or advanced legal research courses. The instructors addressed two questions: the role of their courses in preparing students for the practice of law and possible bar exam questions, and the methods they use to assess student performance.

Sherri Nicole Thomas of the University of New Mexico Law Library teaches a specialized legal research course in Indian Law Resources. The course began as a complementary course to a seminar in Indian Law and focused on academic research and writing, but Thomas has broadened it to include practice-oriented materials and problems. The complexity of Indian Law—a result of conflict and interaction among many jurisdictional levels—makes this specialized research course ideal for helping students appreciate the broad universe of legal research. Working to understand not just the many sources of law but also the manner in which they work together forces students to connect skills just as practicing lawyers must do.

Thomas enjoys an institutional setting that should provoke envy from other legal research instructors. First, since her course is generally taken by students also enrolled in an Indian Law seminar, she can augment her own assessment of student progress by discussing their performance with the seminar faculty. In addition, because Indian Law is a subject area included in the New Mexico portion of the bar exam, students have a special incentive to enroll in her course.

The University of Texas offers a variety of upper-level specialized legal research courses. Each is limited to 25 students, and there are always waiting lists. Jane O’Connell of the Jamail Center for Legal Research teaches courses in intellectual property resources. By focusing on practitioner skills and requiring students to examine the interaction of legal sources, her courses emphasize legal analysis. Students learn not just how to find legal information but also ways to use it and to make critical judgments about it.

Improving Advanced Legal Research

Two advanced legal research instructors, Mark Sullivan and Mary Ann Neary, both from the Boston College Law Library, began their portion of the program by setting out a theoretical basis for the importance of advanced research instruction. Borrowing from Benjamin Bloom’s taxonomy of learning, Sullivan described introductory legal research courses as necessarily focusing on Bloom’s lower order skills—remembering, understanding, and applying information.
Students are introduced to legal resources and given the opportunity to use them just enough to begin understanding their importance. Advanced courses in legal research offer the opportunity to move on to the higher levels of learning—analyzing, synthesizing, and evaluating knowledge. Students are required to think through the reasons why they should choose particular resources and to scrutinize the context in which legal information exists. In this analysis, advanced legal research courses are a crucial follow up to first-year research instruction. Further, they offer vital preparation for the practice of law.

Neary continued by describing the system they use to evaluate students. The class begins with students submitting a self evaluation after a discussion of the many skills demanded in the practice of law. Then, throughout the course, the instructors give frequent, ungraded quizzes. The final, formal evaluation is an exam with a blend of multiple choice and short answer questions. In every instance, the question is followed by the requirement to explain why the answer was chosen. In this way, students must demonstrate that they understand how a resource’s content applies to a problem.

The program ended with library directors Patricia Cervenka of Marquette University Law Library and Filippa Marullo Anzalone of Boston College Law School. Each described her view of the institutional ramifications of the increased demand for advanced and specialized legal research instruction that would inevitably follow the addition of legal research as a subject area tested on the bar exam. Both directors come from institutions where upper-level research instruction has long been a valued part of the curriculum. They spoke with one voice, describing teaching as a basic and natural aspect of librarianship. Anzalone passionately advocated offering librarians the creative and professionally satisfying work of teaching as a means to realize the Jesuit educational mission of imbuing lives with joy and fulfillment.

In my view, this program was a great success. I enjoyed getting the inside scoop on the development of the multistate bar exam and the likelihood that legal research will be added as a subject on the test. Every legal research instructor who spoke gave me perspective, ideas, and questions to carry into my teaching opportunities. In fact, the entire session would have been worthwhile had it contained nothing of value except Anzalone’s stirring closing defense of librarians as teachers. Occasionally, what I need most is this affirmation and inspiration. Even the audio of this program should offer a bit of both to the listener.

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View a free video recording of this session; download free copies of the program handouts, or purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.
Before becoming a law librarian, I had a long career (nearly 30 years) in broadcasting. I know how challenging and rewarding it can be to adjust to the exigencies of the moment and still provide your audience with a quality product. Kudos are due to the people who came together to present “Charting a New Course Mid-Career: How to Get There From Here” at the AALL Annual Meeting. This program replaced “Nuts and Bolts of Competitive Intelligence: Librarians and Marketing” and proved to be both a worthy and valuable substitution.

Program D-2: “Charting a New Course Mid-Career”

Presenters: Susan Catterall, co-coordinator; Linda G. Will, co-coordinator; Mark E. Estes, moderator, Bernard E. Witkin Alameda County Law Library; Joan L. Axelroth, Axelroth & Associates; Dina Dreifuerst, Bracewell & Giuliani LLP; and Christine Sellers, Law Librarians of Leisure blog.

Before becoming a law librarian, I had a long career (nearly 30 years) in broadcasting. I know how challenging and rewarding it can be to adjust to the exigencies of the moment and still provide your audience with a quality product. Kudos are due to the people who came together to present “Charting a New Course Mid-Career: How to Get There From Here” at the AALL Annual Meeting. This program replaced “Nuts and Bolts of Competitive Intelligence: Librarians and Marketing” and proved to be both a worthy and valuable substitution.

AALL Spectrum editor Mark Estes of the Bernard E. Witkin Alameda County Law Library was the moderator. The panelists were Joan Axelroth, founder and president of Axelroth & Associates, a library and information management consulting firm; Dina Dreifuerst, budget and acquisitions librarian with Bracewell & Giuliani LLP in Houston; and Christine Sellers, late of Haynsworth Sinkler Boyd, P.A., and currently the publisher of the blog Law Librarians of Leisure (www.lawlibrariansofleisure.com).

Estes began the program with this reminder: “If you’re not prepared for the unexpected, it’s going to jump up and bite you.” That being said, the panelists, each coming from a different angle, gave us tools we can use to manage unexpected changes. Whether you are between positions or looking for something a bit—or even entirely—different, you may want to consider adding this session to your mp3 order. Frankly, even if neither of these descriptions applies to you, you may still benefit from the motivational comments and advice shared by Axelroth, Dreifuerst, and Sellers.

Prepared, Productive, and Presentable

Axelroth, as the principal of a consultancy, was not surprisingly an excellent speaker and had several interesting statistics at her fingertips. According to Adecco (“the world leader in human resources solutions”), 58 percent of the American workforce plans to look for a new job after the recession is over. An even greater number of the 18- to 29-year-old demographic—some 71 percent—say they will be looking for something different.

Thankfully, there appears to be good news on the horizon. The July 31 edition of Business Week reports that “the second quarter saw a much slower real Gross Domestic Product (GDP) decline, an
indication that the economy has hit bottom and is ready to grow,” the headline asks, “The Beginning of the End of the Recession?”

To land that new position, you must be prepared, productive, and presentable. Keep your resume up to date, always remembering that librarians have developed several skill sets that transfer from the reference desk or technical services to areas like business analysis and training. Include strategies and outcomes that highlight those skills and accomplishments. For example, you may have streamlined the process for ordering supplies for several locations, thereby saving your organization 10 percent of its annual expenditure on widgets.

If you find yourself unemployed, don’t waste that valuable time. Self-discipline in unemployment is as important as it is while employed. Do something that you can put on your resume; take an unpaid internship or offer your services to a local school or nonprofit agency. Look for ideas and opportunities at www.idealist.org.

Focus on Your Dream

Dreifurst has made several changes in the fields of legal research and legal publishing. Her advice is to imagine your dream job, then begin to work towards it. If that dream is a job that’s somewhat removed from your current skill set, use your valuable librarian abilities to learn what you need to make that dream a reality. “Don’t tell yourself you can’t do it just because you haven’t done it before,” was one of Dreifurst’s key points. In one of her mid-career course changes, Dreifurst contacted a legal publisher and tried to convince the boss that he needed to hire her as manager of librarian relations, a job that the company didn’t even have on the organization chart. What, she asked, was the worst thing that could happen? The company might say, “No, thanks. We don’t need you.” In her case, the company did need her. Through all her changes, Dreifurst remained optimistic and continued to think as highly of herself as was reasonable.

An Opportunity to Change

Remarkable self-discipline in unemployment led Christine Sellers to start her blog, “Law Librarians of Leisure.” She positions it as a place to gather statistics, post and re-post jobs from library lists around the country (and the world, with one recent advertisement for a senior librarian at the American University in Kosovo), and a place for similarly situated “underemployed” colleagues to meet and chat. Sellers looks at this period of unemployment as an opportunity to be allowed to change. As Birdie Conrad said in You’ve Got Mail, “You are daring to imagine that you could have a different life.” Sellers reiterated several points made by the earlier speakers: stay connected with your profession; be active; schedule contacts; let people know that you are looking for interesting and challenging work; and be willing to pick up the phone and say “help me.” We are so used to being on the providing side of help that this one may be hard at first.

Be prepared for the unknown. Get a copy of this session and listen to it when you need a boost or when you need to be reminded that, like Flynn Carsen in Quest for the Spear, you could be The Librarian.

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For More Information:

Purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.

Elaine Knecht (eknecht@hblaw.com) is director of information resources at Hiscock Barclay, LLP in Buffalo.
Success for the Future: Creating and Implementing a Library Succession Plan

“Success for the Future: Creating and Implementing a Library Succession Plan” began with moderator Madeline Kriescher’s introduction of Jean Holcomb, retired director of the King County Law Library.

Holcomb explained the “nuts and bolts” of a succession plan by noting the following:

- Strategic planning is a strategic plan with a targeted goal, not a unique process.
- The goal of a strategic plan is to provide an organization with the staff required to meet current and future operating needs.
- A succession plan educates upper management about skill sets needed to staff a law library and lays the groundwork for management support for library staffing initiatives.
- The succession plan integrates with the library’s other broad plans, i.e., budget plan, technology plan, and collection development plan, to ensure the library meets its mission objectives.

Holcomb likens a succession plan to reality television. She believes that reality television is actually a succession plan in action because it looks for talent to fill a particular role. She also makes the point that libraries have traditionally not been as savvy in identifying talent. Implementing a succession plan will allow a library to nurture, recognize, and train future talent.

However, some challenges still exist, even with a strategic plan in place. Events such as opportunities for or delays on retirement or hiring freezes due to economic events may cool advancement opportunities by making them harder to justify.

Personal Experience

Kriescher followed Holcomb’s presentation with a personal example of living without a succession plan. After some 20 years in the position, her boss announced his retirement. No succession plan was in place, but his early announcement at least allowed for some time to develop a strategic plan to be implemented after his retirement. Kriescher took over the leadership functions. Like Holcomb, she also stressed some key questions that arose during the formulation of their strategic plan:

- What are the pros and cons of the current organizational structure?
- Is there a hierarchical structure that needs to be considered?
- Are there current problems or issues within the library?

Kriescher emphasized that a succession plan is not necessarily meant to deal only with problems as they currently exist because it can...
also bring to light issues that have been hiding within the library. Operating with transparency is key to making this a successful exercise and process. In fact, perceptions are very important, and it may be difficult to get staff buy-in from those who are not ready to move forward. While change may not be optional in such situations, Kreischer stresses that the library should not have to forfeit its culture for the sake of the succession plan.

Putting a Plan into Action

Last but not least, Blane Dessy spoke about the implementation of a succession plan in a law library. The session handout was actually his staff’s work product, and several of them were in attendance. Unfortunately, Dessy ran short on time, but still made the following points:

- Everyone has a chance to become a champion if the process is inclusive rather than exclusive.
- Library management needs to be fully committed to the process.
- Library should have a marketing and outreach plan.
- Staff should schedule periodic meetings to review progress.
- Tie the succession planning process to other library activities such as mentoring, training, recruitment, and performance appraisals.

All three speakers were dynamic in their presentation and covered the topic with three distinctly different points of view and experiences. Each also brought a decisive and experienced point of view to this session. It is clearly an essential exercise that should be conducted in some way, shape, or form in all organizations. Being proactive will prepare an organization to adapt and be successful in the event of a major staffing change. Likewise, operating in a transparent manner can shed light on known and unknown problems and issues within the organization, giving its employees a greater sense of ownership. As always, the tacit knowledge of a long-term employee, unless it is codified in some way, leaves when that employee retires.

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For More Information:

Download free copies of the program handouts and purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.
Program C-4: “Law Libraries and the Access to Justice Revolution”

Presenters: Charles R. Dyer, coordinator and moderator, consultant and retired public law library director; and Richard Zorza, Self-Represented Litigation Network.

Innovations in information literacy are taking place not only in academic law libraries, law firm libraries, and court libraries, but are simultaneously occurring in the legal system. Innovation also means rethinking—and remaking—institutions that no longer serve us well.

As any lawyer or non-lawyer can confirm, the traditional legal system has ignored the needs of self-represented litigants now flooding courtrooms seeking solutions to real and significant problems. Thankfully, revolution is afoot, and the judicial system is responding to accommodate this new class of users.

Presenter Richard Zorza, introduced by Charles Dyer as an “instigator of innovation,” spoke at the Annual Meeting Program “Law Libraries and Access to Justice Revolution” about the movement to make courtrooms, judicial procedures, and the legal system as a whole, more friendly, open, and available to self-represented litigants.

Institutional Resistance

Zorza began this well-attended presentation by outlining the challenges facing self-represented litigants. Those who have studied or carefully observed the legal process in the United States are familiar with the hurdles: lack of resources for legal aid, judges and court staff who are underappreciated and overworked, and an overwhelmed system poorly structured to address the needs of most litigants. Zorza also identified the surprising additional challenge for middle-income wage earners of finding legal services, further demonstrating the widening gap between the judicial system and those it is meant to serve and protect. Adding to the complexity of the problem, courts are historically reactive institutions, legal services are bundled, and judges and court staff have been indoctrinated in the view that remaining ethical and impartial means they can in no way help, guide, or advise self-represented litigants. Finally, law librarians have mistakenly confused the prohibition on providing legal advice with providing legal information.

To be sure, the mission to revolutionize access to the judicial system is much broader than simply identifying and plugging the service gaps. It involves bringing together court staff and judges, legal aid and legal services groups, community organizations, and libraries.

Changes from the Inside

Zorza’s presentation provided specific suggestions about what court administrators and law libraries can do to make the institution more welcoming to self-represented litigants. Throughout the
presentation, he emphasized that the
simple creation and availability of forms
and pre-prepared orders go a long way
toward making courtrooms more
accessible to the self-represented.

Websites designed specifically with self-
represented litigants in mind also help.

In addition, case management services
should also change from passive systems
that assume all litigants have lawyers
monitoring the flow of their clients’ cases
and calendars. In reality, the number of
self-represented litigants is growing; if case
management systems could reflect this
reality by being mindful of the dockets
and helping cases move through the
system to a

resolution, fewer
cases would be
dismissed and,
ultimately, all
litigants would be
better served. For
instance, clerks could
alert parties of
calendaring deadlines
for filing required
documents or
motions. Clerks
could also simply phone or e-mail
litigants to alert them of deadlines or
required appearances to prevent cases
from being dismissed. Zorza suggested
following the hotel model by establishing
a concierge desk in the courthouse to
provide basic information.

Law Librarians Leading
the Revolution

Law librarians can train public librarians
or other professionals staffing court and
public libraries in how to access legal
information. Additionally, law librarians
can create and make available legal
research guides written in plain language
on topics that self-represented litigants
most need to research. Telephone
hotlines and web chat services are
other potential tools for assisting self-
represented litigants. Law librarians
should also take the lead in teaching
classes on legal research, court procedure,
and specific areas of the law most
needed by self-represented litigants,
including divorce, landlord-tenant,
and bankruptcy. Resource sharing, referrals to
pro bono programs, self-help programs,
and other legal services programs could
also be coordinated by law librarians.

More specifically, court librarians
can spearhead access to current legal
authority as well as assist and train
individuals in how to use and
understand these materials.

Librarians can also recognize the
often-forgotten distinction between

providing legal information and
providing legal advice. Zorza defined
legal information as facts about the law
and legal services; on the other hand,
legal advice constitutes advice about

a particular course of action to further
a party’s best interest. He also provided
a simple rule of thumb: if a question
has more than two possible answers,
then providing one would constitute
providing legal advice, but if a
question has only one possible answer,
answering the question constitutes

providing legal information. Zorza
offered several

examples that drove home this point. For
instance, legal information is who, what,
when, where, and why, whereas legal
advice is the best way to proceed given
the circumstances.

Lawyers and Judges
Joining the Movement

Indeed, lawyers themselves have a role
to play in revolutionizing the system to
respond to the increased numbers and
demands of self-represented litigants.
Zorza emphasized changing the legal
profession to recognize the simple fact
that lawyers are available to fewer and
fewer groups of people. Doing so
would open the legal system to these
groups and thereby entail contractual
representation, the creation of incubators
for new lawyers, and the unbundling of
legal services.

Judges also have a role to play in the
innovation and eventual transformation
of the legal profession and system. Zorza
offered compelling examples of how
engaged and disengaged judges either
stifle or empower self-represented litigants.
Engaged but neutral judges can serve as
trust-finders by asking litigants
questions to bring out the relevant facts
instead of merely leaving it to the parties
to build evidentiary foundations.

The System Revolutionized

The result of these changes, Zorza
believes, will be that the new dynamics
of the legal profession and court system
allow more individuals to represent
themselves and get what they really need
(such as a divorce, child support, repairs
made to a rental unit, or a consumer
dispute resolved, to name a few). He
proved this by highlighting innovations
occurring in courthouses throughout the
country as we speak. Powerful examples
also arise from audience members who
discussed self-help programs and
initiatives they had created to provide
services to self-represented litigants in
their areas.

As an academic law librarian
working in a library that is open to
the public, I regularly deal with
self-represented litigants who are
overwhelmed by a system designed to

disempower and befuddle them. Zorza’s
presentation gave me insight into ways
that I can serve these patrons without
“providing legal advice.” It also left me
with some hope that courtrooms, judges,
court staff, and lawyers are beginning to
recognize this underserved population.

Finally, I was proud to be a member of
a profession that is spearheading this
innovation by strategically partnering,
training, creating and promoting
materials, and developing programs to
promote self-help and support self-
represented litigants.

Zorza supported his lecture with
slides available on his website at
www.selfhelpsupport.org. Handouts
listing resources and partnering ideas
specifically for law librarians were also
available at the session. There was a large
amount of substantive information and
specific strategies presented during the
session, and I left with an understanding
of the changes underway as well as
specific strategies for dealing with self-
represented patrons.

Julie Graves Krishnaswami

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York School of Law in Flushing.

For More Information:

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diversity— continued from page 19

where all of these recruitment ideas
can be collected and showcased.

One idea is to create links from the
AALL recruitment page or Diversity
Committee website to a page that allows
people to showcase and provide others
with wonderful recruitment ideas. It is
only through this type of information
sharing and dialogue that we can create
a more diverse and stronger profession
and organization.
The Virtual Librarian

Reference enters the 21st century

By Amy Levine

Academic reference librarians are interested in innovative new ways of making services known and accessible to patrons, especially students. Sara Sampson and Yasmin L. A. Morais explained the study and process they used to renovate the virtual reference services at Georgetown University Law Library.

Yasmin L. A. Morais, cataloging librarian at the University of the District of Columbia, shares her experience implementing and improving virtual reference at Georgetown University’s Law Library.

Program E-2: “Chat 2.0: Renovating Virtual Reference”

Presenters: Sara Sampson, coordinator and speaker, Georgetown University Law Library; Yasmin L. A. Morais, speaker, University of the District of Columbia.
A Closer Look at Questions
The library’s virtual reference originally began as a pilot project in January 2005 but was later expanded to Live Help in spring of that year. At the time of the study, Morais was the resident librarian at Georgetown University Law Library. She explained that it was customary for the resident librarian to conduct a study, so she decided to look into the content analysis of the questions asked by patrons using chat reference.

Morais and Sampson began the content analysis study by looking at every 10th transcript of the chat reference questions and corresponding answers. They studied the transcripts for user type (student, faculty, or alumni) and by query type (ready reference, extended reference, technical, or policy questions). The findings showed that students used chat reference more than faculty and alumni. Students asked 64 percent of all reference questions and asked the most questions in all other query types as well. Faculty members asked more about topics in which they had prior legal knowledge (such as requesting an item by citation) and also had more technical questions. Sampson and Morais tracked the geographic location of the questions by looking at the network where the chat originated. Interestingly, many students asked questions from within the library via virtual chat but chose not to approach a librarian in person.

Sampson noted that the findings were useful in configuring staffing at the reference desk. She had previously thought that many policy or directional questions were asked. If that were the case, a circulation librarian might be needed to staff the reference desk to answer those types of queries. By looking closer at the questions’ content, however, she concluded the true nature of the questions made them suitable for a reference librarian to answer. Only 10 percent were circulation-related questions.

Sampson concluded that staff needed continued training in the sophisticated chat reference software in order to take full advantage of all the tools it included. Sampson also explained that “we are asked really tough questions!” While this seemed to be something she had always known, the study proved that the reference questions submitted were very challenging. Sampson discovered that no one person in a reference department knew everything about the contents of the collection or the law itself. There were times when the answers were just plain wrong. Sampson took these wrong answers and used them as training examples in meetings for the reference staff. She also has newer librarians go through the transcripts as a way for them to learn how to answer questions. As a result of the Sampson and Morais study, the librarians are now required to participate in “small teach-ins” lasting five to 10 minutes on topics of their choosing.

Challenges and Solutions
Sampson described the differences between chat and in-person reference. The physical cues given as we communicate in person are missing in chat—for example, you can’t tell in virtual chat if a person is joking. In addition, virtual patrons cannot see whether the librarian is occupied answering multiple questions at the same time. As a result, librarians make an effort to tell the patron on chat whether there will be a delay in helping them.

Sampson also implemented a unique way to assign a reference librarian to watch for chat questions coming through. She decided that chat could be staffed from a librarian’s own office. The librarians pass around a stuffed animal in the likeness of a bulldog named Jack who lives on the campus nearby. The librarian babysitting Jack also answers any chat questions that are submitted.

Through this study, Sampson and Morais found out that some questions are too instructional or too in-depth for chat. In response, Sampson implemented a research consultation program to address this issue. Students can have research learning sessions with a reference librarian by appointment. Sampson envisions expanding chat in the future to include the use of webcams to answer questions that require instructional responses.

It was very clear that both of these speakers know their work thoroughly. It was also clear that they used what they learned to improve reference services. I highly recommend the audio program for interested readers to hear the interest, passion, and knowledge conveyed by Morais and Sampson. This is an excellent program that will inspire librarians concerned about improving reference service as a whole and being accessible to patrons through forward-looking methods.

Amy Levine (amy.levine@asu.edu) is reference librarian at the Arizona State University Ross-Blakley Law Library in Tempe.
Last year, I had the pleasure of writing a review on a program topic that was very close to my heart because of my previous theater training. I offered to write the review because I knew I was going to attend the program session and thought I might as well review it while I was in the audience.

Program F-4: “Strategic Alliance: The Tribal Supreme Court Project”

Presenters: Monica L. C. Martens, coordinator and speaker; Faye Hadley, moderator, University of Tulsa College of Law, Mabee Legal Information Center; Richard Guest, Native American Rights Fund; Christine Pereira, Native American Rights Fund.

Defending Sovereignty
The Tribal Supreme Court Project Initiative and its work to protect the legal in

By Kathleen Brown
This year, when Spectrum once again asked for authors to write reviews, I once again volunteered. I knew this year would be a very different experience, however, because I had requested to review a program topic that intrigued me, but that I knew absolutely nothing about.

I powered up my laptop and prepared to take notes on program F-4, “Strategic Alliance: The Tribal Supreme Court Project.” As the moderator began her welcome, I had a moment of panic as if I had walked into the wrong class on the day of an exam and didn’t know any of the answers. That initial anxiety subsided, however, and was soon replaced with confidence that I was about to learn something completely new.

**Project Beginnings**

Faye Hadley provided a thorough introduction of the speakers, Richard Guest and Christine Pereira. Before going into what and where the project is and what it does today, Guest took the time to provide the audience with some history. He explained that the Tribal Supreme Court Project was actually created in response to several Native American law opinions that negated tribal sovereignty. In 2001, the tribal leaders who had gathered in Washington, D.C., on September 11 for a meeting found themselves unable to leave the city; they decided it was time to combat the Supreme Court’s wearing away of tribal sovereignty, and The Sovereignty Protection Initiative was born.

One aspect of the initiative is the Supreme Court Project, which Guest is currently involved with. The main aspiration of the Supreme Court Project is to support and synchronize tribal advocacy. This means that the members of the project spend a great deal of time determining which cases should be pursued and certiorari requested, and which should not be pursued because they may further degrade tribal sovereignty. In the beginning, they spent a great deal of time researching the National Association for the Advancement of Colored People (NAACP) and its involvement in bringing key civil rights cases to the Supreme Court during the civil rights movement.

**Realism and Determination**

After presenting the history of the project, Guest continued his talk by describing many of the cases it had taken to the highest court of the land through the years, what the final outcome of each case was, and how it affected the tribes. In a candid moment, Guest stated that in recent years the project has instructed several tribal leaders not to bring cases before the Supreme Court. This is due in part to the fact that every case brought before Chief Justice Roberts’ court resulted in a ruling against the tribe. Looking toward the positive, Guest then raised the fact that every Supreme Court changes significantly when a member leaves and a new member is added. They are, therefore, looking forward to the changes that will accompany Justice Sotomayor’s confirmation.

Guest stressed that the goal for bringing any case is always to get at least five votes from the court and that the people who work for the project are always working toward this goal. One way they are doing this is by locating and analyzing everything written or stated by each individual Supreme Court justice. By gathering this data, they believe they can determine how a justice is likely to rule on a particular legal issue.

Guest finished his presentation by showing the audience the wealth of material that is available online at the Supreme Court’s website and how she makes court documents available on the site.

After the two answered a few questions and the audience began to file out of the room, I scanned the notes I had just taken and considered how much I had learned in such a short period of time about an aspect of law I had been completely ignorant about only a few hours before. Sometimes it is funny how gaining new knowledge can impact your life; in my case, this program has inspired me to continue educating myself and researching the topic of Native law.

**For More Information:**

Download free copies of the program handouts and purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.
The Secret Life of Comics

Graphic literature’s dual identity as an educational supertool

By Sallie Smith
Monday afternoon I escaped the buzz of conference activity and entered a parallel universe populated by superheroes and crime-fighting comic characters. My hosts for this tour into the world of graphic literature were the Two-Gun Kid (a.k.a. Robert Farmer); tee-shirt-clad comic and pop culture historian Arnold Blumberg; outside-the-box thinker Hollie C. White; and comic collector Debbie Ginsberg. Moderating this eclectic mix of presenters was Kerry Skinner, acquisitions/serials librarian at Arizona State University Rose-Blakley Law Library. After pausing a moment for a reality check—was I actually still at a professional law librarian conference?—I settled in to explore the varied ways graphic literature can relate to law librarianship.

The Serious Side of Comics

Arnold Blumberg opened the session as a guest speaker from outside the library profession. An instructor in comic book and time travel literature and curator at Geppi’s Entertainment Museum of American pop culture, he cautioned us not to view graphic literature solely as a leisure time activity. He suggested we reflect on how the literature and characters of our childhood had significance in shaping our country, our culture, and ourselves as a people. Graphic literature is a rich reflection of the history of our country, providing many examples of the law at work, and can be used to our benefit.

Comics are gaining credibility in education as people turn a more critical eye toward what messages they convey, characters they portray, and stories they tell. Blumberg cited an encouraging movement in Maryland as an example of integrating comics into the curriculum to encourage literacy and to teach across subjects. He advocates harnessing graphic literature’s power of illustrating real world topics to supplement educational and professional programs.

Graphic literature’s applicability to legal education was effectively demonstrated by Robert Farmer, instructional services/research librarian at Faulkner University Jones School of Law. Dressed as the Two-Gun Kid (the fictional comic character of a Harvard-educated lawyer turned gun-toting western crime fighter), Farmer displayed numerous examples for using comics as a non-traditional tool when teaching advanced legal research. Comics provide eye-catching images and interject an aspect of fun into instructional sessions, facilitating retention of legal concepts.

Farmer’s examples included the lengthy comments of Judge Posner of the Seventh Circuit regarding a copyright suit over the comic character Spawn (Gaiman v. McFarlane, 360 F.3d 644), and the National Comics Publications v. Fawcett Publications (191 F.2d 594) lawsuit—a copyright infringement battle over the comic characters Captain Marvel and Superman—in which the notable legal character Judge Learned Hand played a role.

As comics become more sophisticated, their content and messages reflect more refined and information. The National Center for State Courts has created Justice Case Files, a graphic novel series with accompanying lesson plans, to educate the public about the courts. The Duke University School of Law Center for the Study of the Public Domain has issued a graphic novel titled Tales of the Public Domain: Bound by Law? to explore the impacts of intellectual property on creativity. These tools are useful for educating traditional students as well as English as a second language students and the general public.

Possibilities for Participation and Outreach

Presenting remotely from Chicago was Debbie Ginsberg, educational technology librarian at the Chicago-Kent College of Law. A comic hobbyist with a sizeable collection, she views comics with their power of identification as a tool to encourage appreciation for diversity. Ginsberg is active in Friends of Lulu, a collaborative group that encourages women to participate as readers and creators in the comic book industry. The organization’s resources and recommended reading list provide many examples of small press publications that can be used to teach diversity.

Taking an entirely different approach to graphic literature, Hollie C. White, Metadata Research Center doctoral fellow at the University of North Carolina at Chapel Hill, boldly suggested that law librarians consider outreach and recruitment activities at comic book and popular arts conventions. Just as graphic literature stereotypes of librarians may be unrealistic, so too are librarians’ conceptions of comic and graphic literature devotees. White contrasted the tousle-haired, militaristic book soldiers of the Library Wars, an anime series in which librarian special agents stand against the government’s abuse of power, with the audience’s perception of comic convention attendees (young, indoors-loving computer geeks). Asking who will replace law librarians as they retire from the workforce, our speaker suggested that comic conventions attract people with the characteristics and library-related skills needed to enhance our profession.

White noted that comic book conventions are extremely popular events, even in difficult economic times, with an average demographic of 22- to 39-year-old males. She suggested that people interested in video gaming are also adept at utilizing technology; zombie fans display a high degree of creativity; pop culture collectors are interested in preservation, description, and access of their books and related collectibles; and graphic artists and creators are concerned with copyright, intellectual property; and contract terms. Besides being fertile ground for recruitment, comic-related gatherings at the community or national level provide opportunities for law librarian outreach activities on such topics as preservation techniques, copyright considerations, and contract issues.

Overall, the program satisfied the conference theme as a truly innovative idea in law librarianship. An enthusiastic audience volunteered additional resources during the following question and answer period and indicated with a positive show of hands that they would consider using graphic literature in legal instruction.

A bonus handout for session attendees was a complimentary copy of The History of Comic Characters: The early years 1840-1940 (Gemstone Publishing Inc., 2003), from Geppi’s Entertainment Museum. Resource lists for much of the referenced graphic literature are posted on AALL’s Computing Services Special Interest Section site (http://cssis.org/ripsaall2009).

The audio recording will unfortunately lack the colorful graphics displayed during the session, and the remote presentation by Ginsberg may not have the clarity of the on-site speakers. Despite these drawbacks, however, the recording should provide a thought-provoking introduction to the use of graphic literature in law librarianship.

For More Information:

Purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.
Wouldn’t it be nice?
I want to live in a world where all court records are as easily accessible electronically as U. S. Supreme Court opinions. Searching for documents filed in active court cases can be either frustrating or very expensive. Why is it so difficult to access this information?

This question led me to attend the Annual Meeting program, “Electronic Court Records: Strategies for Balancing Personal Privacy and the Public’s Right to Know,” at which three speakers shared their trials and tribulations in dealing with electronic public access to court records. I found the program highly informative and now have a much better understanding of the complexity involved.

They Are All Public Documents
Jonathan Stock, moderator and coordinator from the Connecticut Judicial Branch, opened the program with a brief explanation of the task at hand. The challenge in the court’s ability to deal with advancing technology is the issue that inspired this program.

In 2001, the National Center for State Courts (NCSC), the Justice Management Institute (JMI) for the Conference of Chief Justices (CCJ), and the Conference of State Court Administrators (COSCA) began a national effort funded by the State Justice Institute (SJI) to create a policy, or set of guidelines, for providing public access to electronic court records. The first two speakers discussed the creation and progress of this national effort, and the third and final speaker discussed the current use of the guidelines.

How the Guidelines Were Built
Presenter Martha Steketee, an independent consultant who has been a research associate for the Washington Office of the National Center for State Courts’ Research Division, reported on the history of the model policy. The project was staffed by nine members and had a very diverse advisory committee of members, including representatives from the judiciary, law enforcement, media, publishing industry, and privacy advocates. All meetings were open to the public with comments allowed. The initial model draft was released and a public hearing was held with invited representatives. Finally, guidelines were submitted for approval in 2002 and, ultimately, both associations approved and promulgated them.

The committee came to realize that the process of creating the guidelines was just as important as the guidelines themselves. Thus, the process of the creation for the model guidelines is now a model process for states to use when drafting their own guidelines.

What They Do and What They Don’t
The guidelines are not a lot of policy; rather, they provide a framework for a policy. They don’t provide requirements, any particular levels of access, or mandates for the transition to electronic from paper records, specific language, or internal court policies. The guidelines assume some initial premises: court records are open and available to the public, access should not change
depending on the form (paper or electronic), and policies should be applied consistently and not arbitrarily.

Status of Adoption
Presenter Alan Carlson, chief executive officer for the Orange County Superior Court, was the president of the Justice Management Institute and also an original drafter of the guidelines. Carlson spoke remotely by telephone about how the guidelines are currently incorporated into state policies. Courts have many motivators for providing greater access to public information, especially now with the current financial situation and the need to minimize staffing. The guidelines offer a way to organize the discussion and creation of policies for individual states. The committee surveyed states in 2002 to see how and if they were using the guidelines. The results from the survey widely varied but many things were consistent, such as the issues that were addressed.

Hot Topics
Confidential information, such as liabilities in a divorce case, is required by the courts but not necessarily beneficial to the public. Even in a final divorce decree, financial data such as account numbers are listed, thus providing the potential for identity theft. Another hot topic: Who is responsible for the redaction of information before the documents become publicly available? Redacting such information requires a great expense of both money and time. Is the party responsible, or the clerk? What happens when a party is pro se and does not understand the consequence of omitting personal identifiable information? Also, what about identity of jurors? Deciding what juror information to make public in a specific case could compromise his or her personal safety.

Montana’s guidelines were approved on February 13, 2007. Meadows stated that the guidelines became effective one year ago and that there have been many complaints since. The taskforce was not instructed to figure out how attorneys would comply with the rules—and the how has caused many problems. One area of controversy involves defining what is a “court record”? Judges did not want their notes, recorded while on the bench, to be included as a court record. The taskforce also determined there would be no virtual obscurity; they felt that making a document available only at the courthouse rewards those with resources and leaves those without at a disadvantage.

Additional areas of concern for the taskforce include the identity of victims; Montana created sensitive data sheets that can be sealed separately from the case documents to eliminate having to redact the data.

Now What?
Librarians could and should be involved with the creation of privacy guidelines for their states. Thanks to this enlightening panel, we can all step up and get involved. I highly recommend that anyone who missed this program purchase the audio recording and find out more about this important issue.

Stephanie K. Marshall (smarshal@law.sc.edu) is assistant director of faculty services at the University of South Carolina’s Coleman Karesh Law Library in Columbia.

Where the Rubber Meets the Road
Speaker Judith Meadows, director of the State Law Library of Montana, chaired the Montana Supreme Court’s Privacy Taskforce, which developed its Rules of Privacy and Public Access to all Montana courts. Montana created an Interdisciplinary Taskforce with a diverse membership that met monthly and went through the guidelines just as they were written.

For More Information:
Download free copies of the program handouts and purchase an audio recording of this session online at AALL2go: www.softconference.com/aall/default.asp.
Every librarian who handles intake or invoices will recognize the value of this session. The subscription invitation that looks suspiciously like an overdue invoice, the mysteriously received book that no one remembers ordering, the small print next to pre-checked boxes on web pages—these instances and more are examined in Lucy Rieger’s session on unfair publishing practices.
Familiar Stories
Opening the session, Lucy Rieger of Library Update, Inc., told a story of publishers’ practices gone wrong. She walked into a Newark law firm only to find a mess of publications piling up into chaos. In these piles she found duplicate orders, double-paid invoices, overlapping subscription terms, overpayment credits added to extend those subscriptions indefinitely—she even found multiple accounts for single publishers. Customer service representatives offered no help until she conceded to pitch a fit. But librarians should not have to throw a tantrum to get fair service.

Betsy Stupski of the Florida Office of the Attorney General tells another familiar tale. In 2006, she purchased a book, The ADA Compliance Manual. She placed the order by phone and in a year’s time renewed the subscription. Along with the renewal, she began receiving unrequested titles, complete with invoices. When she called customer service, she was told that she had agreed to these shipments along with her recent renewal of the ADA Compliance Manual. She was invited to keep the books and pay for them, or return them within 30 days to avoid charges to her account. But librarians should not have to spend their valuable time constantly shipping back unwanted books to avoid charges.

Rieger and Stupski’s stories are all too familiar. Publishers can sometimes confuse consumers with aggressive marketing tactics, bewildering billing methods, or convoluted invoices. “Did I agree to that?” the librarian thinks. It is hard to know when a current problem is the result of an unchecked box on an invoice from 12 months ago. What can be done to protect oneself from potentially illegal practices?

What is Unfair?
To answer that question, Tina Furlow, attorney at the Florida Office of the Attorney General, begins by defining unfair and deceptive practices according to Florida law and the Federal Trade Commission. Though the official statutes will vary from state to state, deceptive practices are those with “a material representation, omission, or practice that is likely to mislead consumers acting reasonably under the circumstances,” and unfair practices are those that cause “substantial consumer injury, not outweighed by benefits to the consumer, that consumers could not reasonably have avoided.” She also briefly discusses the ever popular “ unordered merchandise” statute from 39 USC §3009, which states that any unrequested merchandise may be treated as a gift and attaches no obligation to the recipient.

But what does one do when a publisher claims that the merchandise was requested, as in Stupski’s case? Furlow outlines the many types of “negative option plans” that can lead to these conundrums. Remember book and CD clubs—the ones that offered 10 CDs for a penny each and then wrangled the buyer into full-price purchases every month thereafter? According to negative option plans, a seller may interpret “the failure of a consumer to reject goods or services as the acceptance of a sales offer.” You don’t have to say “Yes please!” You just have to forget to say “No, thank you.”

Though occasionally questionable, these legally valid plans come in many forms. They include pre-notification plans, continuity plans, automatic renewals, and trial offers, all of which Furlow explains in the session. Some of these plans will look familiar to librarians because common standing orders and update subscriptions are among them.

How to Take Action
In order to run legal negative option plans, vendors must clearly and conspicuously disclose the terms of such plans to the potential customer. Herein lies the rub: using the four P’s—placement, proximity, presentation, and prominence—to evaluate potentially deceptive publishing practices. The ADA Compliance Manual offers the four P’s—presentation, proximity, placement, and prominence—to evaluate potentially deceptive publishing practices.

With the notable exception of Stupski’s coverage of Stupski’s best practices list, it will also contain expansion on the handouts and graphics, it lacks much flair or character. Though the verbal delivery was mediocre, the information is so relevant to many librarians’ daily activities that the reviewer certainly recommends listening to the audio recording of the session. Not only will it contain the handouts and Stupski’s best practices list, it will also contain the Q & A session, which yielded some interesting points. Of all the sessions this reviewer attended, “Unfair Publishing Practice” offered the best mix of useful and interesting.

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Geographical Information Systems (GIS) becomes “a field unto itself”

By E.H. Uwe “Ed” Beltz

Program K-4: “Where on Earth? GIS Applications in Law”
Presenter: Jon Ashley, coordinator and speaker, University of Virginia Law Library.

The program “Where on Earth? GIS Applications in Law” presented a very useful, high-level introduction to Geographical Information Systems (GIS). I felt very connected to the topic when I expressed interest in writing this review, having taught sessions on Geographical Information Systems in a public administration course.

Then I saw that Jon Ashley, the presenter, was using a presentation shared with a colleague from the University of North Carolina University Library, GIS Librarian Amanda Henley. When I later learned he had graduated from the same school I did (University of North Carolina School of Library and Information Science) I knew there was yet another connection.

After the session, I also learned this was Ashley’s first presentation at an AALL Annual Meeting, something I had experienced just two years before. Speaking to him after the session, he did mention presenting on this topic at a Virginia Association of Law Libraries Conference and while at UNC. He did seem a bit nervous during the program; however, being that he wasn’t presenting until the last session on the last day, he had had the entire conference to develop butterflies.

Nonetheless, Ashley had no reason to be nervous as he presented a lot of useful information in a short period of time. Obvious from the presentation was the fact he was well prepared and had actually used this tool to research for others and himself in many practical applications. His specific examples came from classes, assisting professors with research, and a possible home purchase.

Ashley spoke of the significance of the GIS field, including how courses and degrees focused on this topic and how entire careers were developing in this specialty, making it “a field unto itself.” He gave examples of electric companies, law enforcement, and even the Center for Disease Control using GIS. While explaining the specifics of GIS, he demonstrated how GIS ties attributes in a database into locations using both raster and vector methods to map the data. He also gave examples of map projections and scale and briefly covered some big players in the field, such as ESRI, Simply Map, and Google Earth and Maps. Ashley also said that while Google Earth and Maps are not presently a true GIS system, he expects it will increasingly morph into such a system as it adds improved functionality. Finally, he provided information on where to go to get assistance on GIS.
including university libraries and local community colleges, as non-experts would likely need/want to hire a professional.

Ashley’s personal example of trying to determine whether a house he was renting was worth purchasing elicited the session’s only question from the audience—namely, whether he bought the house. As it turns out, he did not, so perhaps GIS saved him some money or a poor decision, as it has many others.

The end of this session marked the end of a long, busy, and useful programming portion of the conference. Ashley’s program was one of many useful programs and one I was glad to have attended. The materials would be difficult to follow along with only the audio format and as such would not be so valuable to purchase; however, that is in no way a reflection on the quality of Ashley’s presentation, which was superior. I am looking forward to additional information on GIS and more presentations by Ashley at future conferences.

E.H. Uwe “Ed” Beltz (uwe.beltz@ttu.edu) is associate director for law library and computing at Texas Tech University Law Library in Lubbock.
A popular song from the Great Depression, “Buddy Can You Spare a Dime,” comforted Americans living through one of our country’s worst economic crises. The song still resonates, but let’s hope in the aftermath of the recession, this generation is able to do more than stand in line, waiting for bread. Perhaps we can more wisely use the time we have been given. Specifically, those of us who have been furloughed—ordered to take unpaid time off from our jobs—should consider our newfound freedom. Although we may not recognize it as such, we’ve been given a rare gift for the working class—the gift of leisure.

I don’t mean to take our furloughs lightly. There are definite costs associated with being furloughed, financial burdens many of us are ill-prepared to handle. Certainly no one asked for this time, many of us are ill-prepared to handle. But despite protests and baffling statements sent to us from human resource departments regarding the necessity of the furlough, this is a shared pain and understanding may exist among the economic survivors.

A frequent comment repeated by people who are furloughed is, “I understand the necessity.” They admit this is a shared pain and understand that it helps to prevent more layoffs. If they protest at all, it’s ordinarily against the sillier rules and odd details of the furlough. But even those who work in traditionally stable positions rarely affected by a recession, such as the faculty of an academic institution, know what the bottom of a barrel looks like, and they appear for the most part to accept that the economic barrel is emptier than it has been since the Great Depression. A few of us even remember those times.

The New Leisure Class

It has been a while since the American worker has been offered leisure as an alternative to money, perhaps as far back as the Great Depression when W. K. Kellogg instituted the six-hour day in Battle Creek, Michigan. Now, once again, the American workforce has been granted the opportunity to take a breather and re-evaluate its work habits. Time is money, so says common wisdom, but before the recession, we spent every second of that as well.

Ironically, it was not so long ago that the media was filled with life/balance advice for overworked professionals overwhelmed with stress and showing signs of fatigue and burnout. The advice experts gave us tips on how to balance the demands of our jobs and families, usually by asking us to either take some “me time” (so we happily indulged our inner child) or by organizing our stuff into neatly arranged piles. We were told to “un-clutter,” because this would free us for important tasks. So we labeled our office folders and put our files in brightly colored boxes. We took yoga for relaxation and focus, breathing in and breathing out. Then, in a gasp, came the recession.

Belatedly, the overworked American has been handed that valuable commodity, “time.” Time minus money, but nothing’s perfect.

What Do You Do with Your Furlough Days?

A May 2009 article in Redbook, “10 Good Things About Our Bad Economy” by Jennifer Brown Conroy, lists a few ideas that I believe can apply to the furloughed employee:

Be Creative. Focus on your creativity in work and play. Take a look at your life. This may be a great time to start a new adventure. Find the courage to do something you always thought was out of reach because you had other commitments.

Spend Time with Loved Ones. When is that ever a bad idea?

Volunteer. Renew your dedication to community service at such places as your local library, school, or humane society. (Your library may be especially in need of your help: in the 1930s, in Battle Creek, Michigan, library patronage skyrocketed with the institution of Kellogg’s six-hour day.) Last year, Utah established the 10-hour, four-day workweek and, since then, volunteering has increase statewide. Remember when we all had time to volunteer to help with our child’s school play? Me neither, but now we may have the opportunity to do so.

Healthier You. Extra leisure and less money could make us healthier. Discover the cost-saving advantage of purchasing nutrient-rich foods at the grocery store compared to eating out, and use some of your time to exercise. Many now bike to work to save on gas and parking, and to “go green.” But even if you can’t bike, taking the bus to work means walking a little more, and that can make you healthier.

Be Proactive. It takes courage to make changes, to innovate, and to take charge. Always wanted to teach a class? Now may be that time. Think about your career goals and try using your time to do something new.

Remember. As our parents told us every summer vacation (when we told them for the umpteenth time how bored we were), “Find a constructive use for your time.” Don’t just sit there—find the fun. This recession won’t last forever but we may learn something valuable before it is done. Fortunately, we have choices, and that alone is empowering.

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LEVERAGING THE SYNERGY OF THE LIBRARIAN AND THE VENDOR

Today’s law firm requires a new partnership for mutual success
ver a year has passed since Spectrum published “Piercing the Vendor Veil,” an article discussing the gone “good old days” of vendor relations and the realities of today’s information selling. Recent industry events have illustrated that the old ways may not have been the best ways. As law firms rethink the new business of legal services, librarians find themselves struggling to create new processes for “these times” and thus “tomorrows.” The legal industry has always consisted of a relationship between consumers and providers. The challenges affecting today’s legal resource industry should therefore be a shared responsibility.

This Time
Changes in the legal research industry have been occurring subtly for more than a decade. Librarians have responded well, oftentimes reinventing themselves. Reaching out across departments, they have added to traditional reference services the responsibilities of competitive intelligence, knowledge management, and, in some cases, the customer relationship management. They have recognized the new economic times and actively supported the firm’s mission of cost containment, maintenance of partnership profit, and strategic growth. They have striven to be a part of the revenue stream, taking a leading role in the business research of the firm’s sales initiatives and recruiting.

As law firms struggle with the realities of the new competitive marketplace, client demands for cost reduction have dramatically impacted firm management. Cost containment has given way to reductions in budgets and administrative staff. Senior management, unable to manage that which is not acutely visible and profitable, question the value of the library staff’s non-billable administrative time. As well, they continue to be perplexed about the relationship existing between print and online, wondering why both are necessary to support firm research. For the first time, many librarians are given a monthly “billable” hour’s budget while still being required to maintain administrative library services. Memos are written to management, analyzing billable and non-billable librarian work hours. Firm resources continue to be revisited with the canceling of duplicative materials leading to the analysis and suspension of subscriptions to “like materials.” Yet budgets, along with the support staff, continue to be reduced.

More and more, firm content choices are becoming short-term, reactive financial choices. Senior administrators pay little heed to long-term resource strategy, concentrating instead on maintaining clean balance sheets for possible future mergers. Balancing scholarship requirements against a firm’s demands of increased efficiency and profitability gives way to the bottom line. Many senior librarians question how best to demonstrate to firm management the librarian’s value as an integral part of not just the cost of a collection, but its long-term strategic development. Feeling that they have lost the confidence and attention of the “C suite,” librarians are often left wondering how, and if, it can be recovered.

Consumers
Although all librarians have an occasional audience with the “C suite,” they are rarely able to establish an ongoing relationship with this group. After all, senior administrators and librarians are charged with two distinct and separate responsibilities for firm health and welfare. Meeting usually only during budget season, C’s are concerned more with big picture, long-term firm goals, while librarians work on a more granular level by assisting firm attorneys in realizing those goals. However, there is a group with whom the C-suite and librarians both share a long-term and fixed relationship, and that is the practice heads.

Legal practice departments are the cornerstone of a solid law firm, and both the C suite and librarians package themselves around the leaders that run them. Practice heads rely on librarians to provide research and reference, as well as for collection development. In turn, the C’s rely on practice heads for associate management and foreseeable revenue. Practice heads have a high visibility within a firm as they continually work with marketing/sales to cross-sell and grow new business. Practice heads share the progress of these activities with senior management, discussing possible venues of new business. They can share client antidotes as well, speaking in terms of fees earned, and their activities and financials are routinely managed and analyzed by the firm’s strategic financial analysts who provide the firm’s “weather report.” Clearly practice heads could be a strong champion for librarians.

However, even champions need to be fiscally prepared and, in today’s law firm, that includes not just knowledge of costs but an understanding and justification of the costs for which one is responsible. Economic challenges mandate that management request even the most successful department reduce costs and overhead. A department’s resources, be they print or online, rank high on the balance sheet along with office cost and associate salaries, both pretty much set in stone. Therefore it is only inviting to cut content, but at what cost?

As consumers of legal information, practice heads must be made cost competent, and it is a librarian’s responsibility to make this happen. When was the last time you revisited a department’s resources not just to analyze costs but to analyze the actual value of the resource? Remember, “old ways” are not always the “best ways.” Have you explored alternative resources, perhaps even by asking information providers for a request for proposal? Old analyses may not translate to these new economic times, and librarians may have been concentrating on the wrong numbers. Do we need to monitor and present different financials to practice heads so that they may make educative resource choices, proving to senior management that they, and therefore we, are adhering to firm budgetary goals? This could be an opportunity to reestablish our value—a value based on our knowledge of the resources and of the marketplace.

Packaging products and services around practice heads as best practices will need to be based on new financial analyses and strategy. Are we prepared?

Providers
It is evident to resource providers that the role of the firm librarian has morphed over the years. Paths vary from firm to firm but during the past 20 years the big shifts have been from reference collection arbiter to professional research adviser, to firm knowledge custodian and conspirator, to market/client/Intel-expert and, in some cases, to “all of the above.”

(continued on page 45)
Lee and Yirka Win AALL Article of the Year Awards

The Law Library Journal and AALL Spectrum Committee selected Sarah Hooke Lee, assistant dean and director of information and research services at Northeastern University School of Law Library in Boston, as the recipient of the 2009 Law Library Journal Article of the Year Award. Her article, “Preserving Our Heritage: Protecting Law Library Core Missions through Updated Library Quality Assessment Standards” 100 Law Library Journal 9 (2008), argues that traditional quality criteria for judging law libraries are now inadequate because they no longer capture the vital multiple missions of today’s libraries.

The committee also selected Carl Yirka, professor and library director at the Vermont Law School Julien and Virginia Cornell Library to receive the 2009 AALL Spectrum Article of the Year Award. His article, “The Yirka Question and Yirka’s Answer: What Should Law Libraries Stop Doing in Order to Address Higher Priority Initiatives?, in the July 2008 issue of AALL Spectrum, explores how libraries can focus on their core priorities.

The AALL Spectrum Article of the Year Award was established in 2000 to honor outstanding achievement in writing that contributes to librarianship, law librarianship, and practical applications for library work; to an understanding of legal materials, legal systems, and legal information; or to professional and staff training and development.

Both awards include a cash prize of $500, donated by Wolters Kluwer Law and Business.

The awards were presented July 27 at the Law Library Journal and AALL Spectrum Authors Reception held during the 2009 AALL Annual Meeting and Conference in Washington, D.C.

AALL Elections Coming Up

2009 AALL election schedule and candidates

November 2, 2009
Ballots distributed electronically to all voting members.

December 1, 2009
Deadline for receipt of electronic ballots at AALL. Ballots tabulated at AALL, and results of elections announced immediately.

For those members who do not have e-mail or who do not wish to participate in an online election, please contact Hannah Phelps, membership services coordinator, at AALL by October 16, and Headquarters will provide paper ballots. Phelps can be reached at hphelps@aall.org or 312/205-8022.

2009 Candidates
The AALL Nominations Committee nominated the following individuals for office in AALL.

Vice President/President-Elect
Darcy Kirk, Associate Dean for Library and Technology and Professor of Law, University of Connecticut School of Law Library, Hartford

Merle J. Slyhoff, Collection Development and Document Delivery Services Librarian, Biddle Law Library, University of Pennsylvania, Philadelphia

Treasurer
Diana C. Jaque, Head of Collection Development and Acquisitions, University of Southern California Barnett Information Technology Center and Call Law Library, Los Angeles

Susan Lewis-Somers, Associate Director for Public Services, Pence Law Library, American University, Washington College of Law, Washington, D.C.

Executive Board Member
Lucy Curci-Gonzalez, Director of Library Services, Kenyon & Kenyon LLP, New York, New York

Coral Henning, Director, Sacramento County Public Law Library, Sacramento, California

Robert H. Hu, Director and Assistant Professor of Law, St. Mary’s University School of Law Sarita Kenedy East Law Library, San Antonio, Texas

Ron Wheeler, Associate Director for Public Services, Georgia State University College of Law Library, Atlanta
AALL Says Thank You

AALL would like to thank the following contributors for their support of the Association and its activities. The following individuals and organizations contributed to the 2009 AALL Annual Meeting and/or any one or more of the following funds: Alan Holoch Memorial Grant, Centennial, FCIL Schaffer Grant, George A. Strait Minority Scholarship, Government Affairs, Grants, Maria Schwartz Grant, Morris Cohen Essay Competition, Research Endowment, or Scholarships.

Corporate/Institution

- BNA
- Dialog
- Gale Publishing
- Innovative Interfaces
- LexisNexis
- LexisNexis Academic
- Library Solutions
- Minesoft Ltd.
- Questel
- Thomson Reuters,
- West Corporation
- William S. Hein & Co., Inc.
- Wolters Kluwer Law

& Business

- Individual
- Luis Acosta
- Dorothy Jean Allen
- Rhea Ballard-Thrower
- Edward Bander
- Melissa Barr
- Irene Berkey
- Carol Billings
- Barbara McDowell Bonge
- Bennie Braxton
- Carol Bredemeyer
- Sue Burch
- Yvonne Chandler
- Lauren Collins
- Marjorie Crawford
- Daniel Dabney
- Richard A. Danner
- Linda Davis
- Karen Douglas
- Francis Doyle
- James E. Duggan
- Margaret Durkin
- Jack Ellenberger
- Marilyn Estes
- Kathy Faust
- Kathryn FitzHugh
- Jonathan Franklin
- Raquel Gabriel
- Arnetta Giradeau
- Lisa Goodman
- Pamela Gregory
- Maxine Grosshans
- George Grossman
- Kate Hagan
- Balfour Haley
- Ruth J. Hill
- Mabel Hoffler-Page
- Jean Holcomb
- Trina Holloway
- Wei-Yau Huang
- Lesliediana Jones
- Yolanda Jones
- Betty Karweick
- Patricia Kidd
- Dwight King
- Catherine Lemann
- Susan Lewis-Somers
- Karen M. Lukte
- David Mao
- Anne McDonald
- Grace Mills
- Eugenia Minor
- Allen Moye
- Risa Murphy
- Carol Avery Nicholson
- Donna Nixon
- Janet Oherla
- Christopher O’Byrne
- Georgine O’Connor
- Rita Mae Parham
- Nichelle Perry
- Charles Peters
- Jeanne Rehberg
- Mary Rooney
- Michael Saint-Onge
- Miriam Sargent
- Arundhati Satkalmi
- Ellen Schaffer
- Roberta Shaffer
- Dennis & Eileen Sears
- Mary Sexton
- Renard Shepard
- Joan Sherrer
- Anna Smallen-Isaac
- Richard Spinelli
- Mark Strattnar
- Lori Strickler
- Cossatte Sun
- Patricia Turpening
- Gretchen Van Dam
- Gail Warren
- Julie Webster-Matthews
- Ronald Wheeler
- Taciana Williams
- Julian Rex Winterton
- Sally Wise
- Marcia Zubrow

- AALL Caucuses and
- Chapters
- Black Caucus of the
- American Association
- of Law Libraries
- Law Library Association
- of Greater New York

In today's law firm economy, flat to declining billing growth is a fact of life, and cash is the lowest common denominators guiding all investment decisions, including the shape, breadth, and depth of the firm's assembled knowledge base.

In enlightened firms, the library continues to be a center of knowledge and a sharp, leading edge in pursuing potential new business and in executing legal research rapidly and (cost-) efficiently. In less comfortable reactions to market pressures, some firm libraries closed this year, and some leading librarians have been displaced. This profession is not under threat at all, but in many cases the health of the librarian role reflects the shifting shape and size of the library budget and the physical library.

In this harsh economic light, vendors that spend time in the firm understanding a librarian’s pressure and reflecting those growing pains in their own businesses can work with librarians as partners. While the major vendors are pursuing their own margins, they are also generating and building better products and services to survive in this economy of commoditized web-based information. Recruiting vendors that listen to business needs and respond with pragmatic options will provide leverage to succeed in a firm.

Strategic options from pragmatic vendors should include:
- Creative information contracts
- Diversified content offerings with practical, practice-specific slices
- Multimedia bundles or bundled pricing that preserves the value of the knowledge librarians need rather than the container it is offered in
- Sharp market information, tools, and services that provide leading-edge, current information about potential and existing clients
- Practical software, tools, and services that augment a librarian’s knowledge base

A true business partner will work with librarians to audit and professionally reshape the library to match both future vision and budget and not simply load them up with branded product. Competent vendors share this philosophy and will partner with information professionals for joint success.

Tomorrows
Both librarians and the producers of information have a responsibility to the legal profession to transcend the “old way” that they have traded information. The “good old days” of “legal information merchants” just vending information do not translate to the new marketplace. Collaboration, invention, and fluidity are what are needed now in order to create our tomorrows.

When is a vendor not a vendor?
When it is an effective business consultant or partner who can help develop and grow the impact of a library while reflecting and enhancing the firm's business strategy.

The librarian of 2009-2012 should be able to stand on the shoulders of his or her business partners to offer greater vision, greater leverage, and a more integrated knowledge base that help the practicing attorneys of the firm to trade more efficiently and to grow their respective franchises.

Michael Orrick (michael.orrick@ thomsonreuters.com) is vice president of Law Firm Markets Sales & Account Management, West North America Legal in Eagan, Minnesota. Linda G. Will (linda@pancero.com) is owner of WILL RESOURCES in Minneapolis.
Find a Job, Fill a Job
AALL recently launched a new and improved interactive job board, the AALL Career Center: www.aallnet.org/careers. Designed specifically for law libraries and legal information professionals, the AALL Career Center offers members and the profession at large a highly targeted resource for online recruitment.

For job seekers, the AALL Career Center is a free service providing access to employers and jobs in law librarianship. As an AALL member, you can:
• Post your resume (optional confidential posting available)
• Browse jobs based on criteria that best match your career goals
• Search anonymously by creating a Job Agent, which notifies you via e-mail when jobs matching your criteria are posted

For employers, both members and non-members can use the AALL Career Center to reach qualified candidates. Employers will be able to:
• Post jobs online
• Search for qualified candidates based on specific job criteria
• Create an online resume agent, which e-mails you qualified candidates daily
• Use the online reporting to track each job posting’s return on investment

Current Events
Expand your mind and connect with colleagues at these select professional events. Visit www.aallnet.org/calendar for more information and offerings.

October 14
Ohio Regional Association of Law Libraries Annual Meeting
Cleveland

October 15
Mid-America Association of Law Libraries: Supporting Historical Trials Research and Dramatization
Columbia, Missouri

October 16
ADR in the Law Library Environment
Columbia, Missouri

October 16
Take the Lead: AALL Leadership Academy
Oakbrook, Illinois

October 27
Libraries and Copyright: Fair Use & e-Reserves
Online Webcast

Open for Business
In August, AALL debuted AALL2go, the Association’s new online learning center: www.softconference.com/AALL/default.asp. The new site offers law librarians specialized continuing education programs in a convenient online format. AALL2go also allows you to expand your knowledge base and gain new skills right from your desktop—no travel is required, and it’s open 24/7. In addition, AALL2go is fully searchable, so one can quickly find material targeted to his or her areas of interest.

The site includes:
• Audio recordings from the 2009, 2008, and 2007 AALL Annual Meeting and Conferences
• Fourteen free videos from the 2009 and 2008 Annual Meeting and Conferences
• Coming soon: archived webinars and other recorded continuing education program from 2006 to present, including more than 50 free programs for AALL members

Log on today to access this important new career development resource!
How do you apply what you learn at conferences and put ideas into action?

“I create an action plan, present it to my legal administrator, and launch it within a week of approval. The action plan must demonstrate new efficiencies, lower costs, or greater value than the existing plan. To gain greater buy-in, I do personal presentations to my champions, knowing they will re-present the new ideas to others.”

—Kevin Miles, librarian at Fulbright & Jaworski LLP in Dallas

“I think being at a conference with colleagues is a big help to me as a solo librarian who is still learning the profession. The conference material translates to me as a confidence-building exercise. When I see that other librarians have similar problems as me or ideas for similar trouble shooting, it is eye opening and refreshing. That confidence translates into permission to go forward in my profession, implement ideas, and be less concerned about the problems. Going to the AALL conference definitely makes me a better librarian for these reasons.”

—Marianne Sterna, legal support assistant III/librarian at the County of San Diego Office of County Counsel

“I took pages of notes at the legal research roundtable and will compare what I have learned to what I am doing to make improvements. One idea from the conference I’m likely to steal for our next faculty conference is wrapping chocolate in marketing message-imbued labels.”

—Shaun G. Jamison, professor and assistant director of library services at Concord Law School of Kaplan University in Los Angeles

“I find most conference presentations to be inspiring, even if it tells me what not to do. When I get an idea, I flip to the back of my notebook and make a single list of items to address/consider when I’m back in the office—separate from my session notes. This year I was also tracking future article ideas for a column in my chapter’s newsletter, so I kept two sections in the back of my notebook. As the days wore on, I accumulated several bullet points and now have a great place to start.”

—Emily Waitz, head of technical services at Hamline University Law Library in St. Paul

“I thought of a new idea from the conference I’m attending today. ‘24: I’ll never be inspired by the new ideas on offer at this conference again.’ Now, I separate my paperwork into piles: new, someday and never; an unsophisticated, but effective system. ‘D1: I Want My Web 2.0’ goes into the new pile because we have a Facebook page that needs to be reinvigorated. ‘A3: The Thurgood Marshall Papers’ goes into the someday pile. My director wants an archive for our school’s namesake in three years. Unfortunately, some ideas must go into the never pile because they lack relevance or feasibility. ‘Evaluate: Once I’ve reviewed what I learned, I like to evaluate new ideas, organizing them into categories based on my library’s work-flow and personnel. So I separate my paperwork into piles: new, someday and never; an unsophisticated, but effective system. ‘D1: I Want My Web 2.0’ goes into the new pile because we have a Facebook page that needs to be reinvigorated. ‘A3: The Thurgood Marshall Papers’ goes into the someday pile. My director wants an archive for our school’s namesake in three years. Unfortunately, some ideas must go into the never pile because they lack relevance or feasibility.”

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“Review: An old teacher of mine used to admonish: ‘Review is the student’s glue!’ Now as an adult, I appreciate how valuable review is. In fact, through reviewing my materials from the Annual Meeting, I have discovered much that I can contribute to my library.”

“Implement: Lastly, I implement what I’ve learned. This requires planning, which can range from long-range strategies to simply clearing my schedule for the day to just ‘get ‘er done.’ I plan to do the latter to overhaul our Facebook page and the former to build our archive.”

—Taciana Williams, associate director at Texas Southern University Thurgood Marshall School of Law Library in Houston

memorials

AALL Spectrum has been advised of the death of Vicky Santana.

Ms. Santana worked as a tribal attorney for 23 years before deciding to undertake a second career as a law librarian. She graduated from University of Washington’s Law Librarianship program and interned at the University of Arizona before working for several years as the American Indian law specialist at Oklahoma City University Law School Library. She also worked in Washington, D.C., as the librarian of the National Museum of the American Indian. Within the past year, Ms. Santana returned to Blackfeet Nation in Browning, Montana, where she assisted her tribe with constitutional reform. She was a member of AALL and the Native Peoples Caucus. Ms. Santana died on July 17.

AALL Spectrum carries brief announcements of members’ deaths in the “Memorials” column. Traditional memorials should be submitted to Janet Sinder, Law Library Journal, University of Maryland At Baltimore, Thurgood Marshall Law Library, 501 W. Fayette Street, Baltimore, MD 21201-1768; jsinder@law.umaryland.edu.
Do You Have a Captivating View from Your Law Library?

Many law libraries have interesting or dramatic views of cityscapes, mountain ranges, or beautiful vistas. If your law library has a great view, this is your chance to share it with AALL.

In order to be publishable, pictures must be of relatively high quality. While we can work with a print, digital submissions are better. Digital submissions must be high-resolution (300 dpi). When scanning photos, set the scanner at high-resolution/print quality/300 dpi. When taking pictures with a digital camera, make sure that the camera is set to take the largest photo possible.

Depending on the number of submissions received, we will publish one or two photos in each issue of Spectrum and post them on AALLNET at www.aallnet.org/view/view_month.asp. Photos will be published on a first-come, first-served basis. Publication of a submitted photo is not guaranteed. To submit a photo, or if you have questions, please contact AALL Marketing and Communications Manager Hillary Baker at hbaker@aall.org.


View from the Utah State Law Library of the Salt Lake City and County Building. Submitted by Mari Ferguson Cheney, reference librarian.
I am a firm believer in the people. If given the truth, they can be depended upon to meet any national crises. The great point is to bring them the real facts.

—Abraham Lincoln

BNA. Now more than ever.

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BNA’s Economic Stimulus InfoDash launched
BNA’s Infrastructure Investment & Policy Report launched
AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009

BNA’s Corporate Accountability Report launched
SARBANES-OXLEY ACT

BNA’s Employment Discrimination Report launched
CIVIL RIGHTS ACT OF 1991

BNA’s Toxics Law Reporter launched
SUPERFUND AMENDMENT & REAUTHORIZATION ACT

BNA’s Pension & Benefits Reporter launched
EMPLOYEE RETIREMENT INCOME SECURITY ACT

BNA’s Occupational Safety & Health Reporter launched
OCCUPATIONAL SAFETY AND HEALTH ACT

BNA’s Environment Reporter launched
AMENDMENTS TO THE CLEAN AIR ACT OF 1963

BNA’s Union Labor Report and Bulletin to Management launched
TAFT-HARTLEY LABOR ACT

BNA’s Labor Relations Reporter launched
NATIONAL LABOR RELATIONS (or WAGNER) ACT

Essential Information, Expert Analysis.
WHERE RESILIENCE AND BRILLIANCE MEET.
LAW LIBRARIANS, WE SALUTE YOU.

Perhaps more than anyone else, law librarians are the bedrock of their organization. Every day, they strive to make the most of their resources, bringing order and balance to every situation. Time and again, they prove that intellect, resilience and strength can make all the difference. We’re proud to be of service to law librarians.

Visit the Librarian Resource Center at west.thomson.com/librarian, or call a Librarian Relations Manager for more information.