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from the editor

Effectiveness

Thirty-five repetitions of curling a seven-pound pipe equals seven repetitions of curling a 35-pound barbell, right? In junior high school I wanted to lift weights for football, but I lacked a set of weights. So I calculated that reps time weights equal weight times reps. I never checked the exercise physiology of my algebra, but I gained the outcomes I wanted: greater strength, endurance, and definition. It was an effective training routine because it accomplished the intended purpose.

The intended purpose of things can get lost in the mists of time. Consider, for example, the story about an old family recipe for a roast that began with the instruction, “cut three inches off the roast.” Descendents of the recipe’s author followed that recipe for many years. Finally, during one meal preparation, the great-great-grandson, who had inherited the pan of the recipe’s author, happened to watch the preparation and asked why the three inches was cut off. After hearing that the recipe called for the cutting, he laughed. “Great-granny’s pan is too short for the roast—that’s why she cut off three inches,” he said. Family cooks had prepared hundreds of roasts following that instruction, but now they probably don’t.

Consider, for example, the story about the traditional National Library Week celebrations? How does that purpose align with the strategic direction of the library or parent institution? What’s the return on investment of staff time for these once-a-year activities? Does planning for the event differ so greatly from the library’s day-to-day activities that it takes valuable staff time away from the library’s primary mission of providing access to information? Could you accomplish that purpose in some other way throughout the year?

Unlike my weightlifting calculation, where I could tell I gained strength, the effectiveness of library services depends on user perception. So remember to ask users for feedback about the services you provide. And, in the same vein, remember to let me know what you think of AALL Spectrum and suggest article topics, whether written by you or someone else.

Effectiveness requires reassessing why you do something, i.e., asking the Yirka question of many activities.
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Seeking Nominations for the 2012 Roy M. Mersky Spirit of Law Librarianship Award for Public Service

It’s Time to Renew Your AALL Membership

@spectrum
AALL’s members have been tweeting about Spectrum, and we’ve been listening. Here’s what you’ve been buzzing about.

@emcscheibel: Article on info v knowledge from @aallnet Feb Spectrum giving me great ideas for better mission statement and talking about the point of me.

Late last year, two usually strong proponents of government transparency introduced a bill to limit public access to the results of taxpayer-funded research, disappointing many in the open government community. The Research Works Act (H.R. 3699), sponsored by House Oversight and Government Reform Committee Chairman Darrell Issa (R-Calif.-49) and committee member Rep. Carolyn Maloney (D-N.Y.-14), would prevent federal agencies from conditioning research grants to ensure that members of the public receive timely, equitable, online access to the results of taxpayer-funded research and would reverse the National Institutes of Health’s (NIH’s) popular Public Access Policy. Since 2009, the NIH’s Public Access Policy has required that grantees of federal research dollars deposit their manuscripts in the agency’s online PubMed Central database within a year of publication. The Public Access Policy supports government accountability by helping the public ensure its taxpayer dollars are being spent wisely. It also spurs innovation and advances scientific discovery by providing researchers with timely access to the results of the latest groundbreaking research in their fields. Under the Research Works Act, a manuscript would no longer be freely available to the public as soon as it enters the peer review process. The bill would require authors to seek a publisher’s permission before their work can be distributed through an online source such as PubMed Central.

Several publishers, including MIT Press, Nature Publishing Group, and the American Association for the Advancement of Science, along with many members of the public, spoke out in opposition of the bill. In an enthusiastic response to AALL’s call for action, our members sent more than 100 letters opposing the bill to their House representatives.

On February 27, Reed Elsevier, a major backer of the Research Works Act, announced it was withdrawing its support. Soon after, in an important win for open access advocates, Reps. Issa and Maloney announced they would not push the bill during this Congress. In a statement, Issa and Maloney said, “The American people deserve to have access to research for which they have paid. This conversation needs to continue, and we have come to the conclusion that the Research Works Act has exhausted the useful role it can play in the debate.” Thank you to all who responded to our action alert in opposition of the bill!

AALL strongly supports the bipartisan Federal Research Public Access Act (FRPAA) (S. 2096 and H.R. 4004), newly introduced legislation that promotes the four guiding principles of the Alliance for Taxpayer Access, to which AALL belongs:

- American taxpayers are entitled to open internet access to the peer-reviewed scientific articles on research funded by the U.S. government.
- Widespread access to the information contained in these articles is an essential, inseparable component of our nation’s investment in science.
- This and other scientific information should be shared in cost-effective ways that take advantage of the internet, stimulate further discovery and innovation, and advance the translation of this knowledge into public benefits.
- Enhanced access to and expanded sharing of information will lead to use by millions of scientists, professionals, and individuals and will deliver an accelerated return on taxpayers’ investment.

FRPAA would expand the NIH public access model by requiring that federal agencies with extramural research budgets of more than $100 million make research available for free online within six months of publication in a peer-reviewed journal. The Senate bill, sponsored by Sen. John Cornyn (R-Texas), has been referred to the Homeland Security and Governmental Affairs Committee. The House bill, sponsored by Rep. Michael Doyle (D-Penn.-14), has been referred to the Oversight and Government Reform Committee. With your help, AALL will work to pass FRPAA in this Congress. For more information, please see AALL’s advocacy one-pager on Public Access to Taxpayer-Funded Research, written by Government Relations Committee member Emilie Benoit (www.aallnet.org/main-menu/Advocacy/aallwash/Issue-Briefs-and-Reports/2012/OpenAccessonepager.pdf).

**Update on the National Inventory of Legal Materials**

AALL’s ambitious project to inventory legal materials at all levels of government is continuing apace. Thanks to the contributions of more than 350 AALL and chapter volunteers in the 50 states and Washington, D.C., the first-ever inventory of legal materials at the state, county, and municipal levels is filled with fascinating and useful data. We are now in the second phase of this massive endeavor—the federal inventory.

In July 2011, AALL’s Digital Access to Legal Information Committee formed a subcommittee charged with reviewing the national inventory data. Subcommittee members have been reviewing the raw data entered by volunteers in their state inventories and will use the data to update AALL’s State-by-State Report on Authentication of Online Legal Resources.

In addition to providing valuable information to AALL, the Law Library of Congress, and related Law.gov projects, the inventory has been helpful to advocates working for no-fee, permanent public access to government information. The data has also been used by those promoting adoption of the Uniform Electronic Legal Material Act and will continue to be valuable to those seeking introduction and enactment of the act in their states.

We’re now looking for more volunteers to contribute to the federal inventory. Our goals are the same as with the state inventories: to identify and answer questions about print and electronic legal materials from all three branches of government. Many volunteers from federal agencies and the courts are already adding information. Emily Carr, senior legal research specialist at the Law Library of Congress, and Judy Gaskell, retired librarian of the Supreme Court, are coordinating this project.

As with the state inventories, the federal inventory will only be successful with your help. Please contact me now if you’d like to volunteer!

The Signs They Are A-Changin’
Is it time to give your library’s signage a makeover?

By Melissa Serfass

When is the last time you took a serious look at your library signage? We don’t think about our signs often—we just get used to them. Take a fresh look. You will likely find that a few changes to your signs might be in order.

Effective signage is a valuable marketing tool. In Countdown to a New Library: Managing the Building Project (ALA Editions, 2010), Jeanette Woodward points out, “The appropriate use of signs can . . . make users aware of the full range of library services and resources available to them.” Since that is what our marketing efforts are all about, some signs deserve a makeover.

At the University of Arkansas at Little Rock (UALR) William H. Bowen School of Law Library, we have been on a mission to improve our signage. After almost 20 years in our building, we went through a major shift and reorientation of our stacks, necessitating new maps on every floor. We had to create signs to help our users find materials no longer in familiar locations. Library Director June Stewart also decided we needed to identify our service areas, such as reference and circulation, with more visible signs. For the first time ever, we even have a sign pointing to our computing services office and a sign on our entry doors! In the overhaul, we evaluated our use of paper signs and found a lot of room for improvement. And finally, in a dream come true, we were able to replace a dry erase marker board outside the library entrance with a digital sign.

Make it Effective and Welcoming: Some General Rules

Signs in the library serve two general purposes: informing users and trying to influence their behavior. Library signs usually identify a space, object, or resource; provide instructions or directions; or attempt to regulate an activity. Following are some points to consider when deciding among paper, permanent, or digital signs.

- Aim for consistency in your overall design. The same typeface, colors, backgrounds, and logo create a unifying theme that will enable users to recognize and look for your signs. It is also simply more attractive. In some cases, your institution may have style guidelines that will help. We have a sign shop on campus. In addition to being knowledgeable about what works, sign experts can assist with Americans with Disability Act (ADA) requirements.
- Make signs as simple and positive as possible. It is not always possible to convey a library rule or policy on a simple sign, but it can be positive—more on this later.

Paper Signs

A recent post on The Desk Set blog (thedeskset.org) said that, signage-wise, libraries are the place where Comic Sans and clip art go to die. Based on photos accompanying the post and signs we have all seen (not in our own libraries, of course!), this statement is sad but true. We can do better.

Be consistent with paper color, and make the signs look professional. Just because you have that ream of neon orange paper does not mean you should use it! Also, avoid signs in every color of the rainbow tacked to a bulletin board or, worse still, any sign Scotch-taped to a wall. Use the paper colors and fonts of your unified theme, and use good-quality paper. For a sign bearing information that may change frequently, like library hours, consider a wall-mounted plastic sign holder. Library supply catalogs have a wide variety of wall and tabletop sign holders. At UALR, our sign shop designed a wall-mounted sign holder using our university style guide-approved colors. We now print our library schedule on nice paper stock and can easily change it when necessary.

Another pitfall is library signs that are out of date. I found paper signs on our bulletin boards that were more than 10 years old! Keep signs current and relevant. No one is reading the faded signs with curled edges. However, paper signs are still relevant and useful. Every sign can’t be digital! To control the clutter and monitor timelines, it is a good idea to put one person in charge of the nonpermanent signs. In fact, having an overall sign guru is a good idea.

Permanent Signs

When it comes to permanent signage, there are ADA requirements to keep in mind. If you are starting from scratch
with a new building or renovation, books like Woodward’s are a good resource for signage information, as is your architect or sign shop. Most of us probably don’t have the option of entirely replacing permanent signs due to the expense. At UALR it is a work in progress, with old and new signs coexisting. Most signs original to the building have the same color themes as the new, so it works pretty well.

There are options for inexpensive signs that you can create yourself. There is often an artistically gifted staff member who is willing to take on sign projects. Search online or in the library periodical indexes for ideas. The previously mentioned plastic sign holders are an option. Foam core board is not prohibitively expensive and comes in white, black, and many other colors. I have had some very nice foam core display signs made at Kinko’s.

One last thing about permanent signs: consider making them less permanent. For example, the old nameplates on the wall outside our offices had to be replaced entirely for any change. The new ones consist of the room number and an area where a transparency with a name and title can be easily changed out.

Digital Signs
Digital signs have many benefits and one major detriment—expense. Digital signage is flexible in design, easy to update, and can enhance the image of the library as high tech. A digital sign can reduce the need for other signs. With a digital sign you can showcase library resources, services, and programs. Multiple information items can rotate in the display. The displays can be scheduled in advance to run at certain times or on a particular day. Special events can be highlighted, and it is easy to keep information timely and relevant.

The consistency rules apply to digital signs, too: fonts, colors, and themes will make them more attractive. When we have an emergency alert, such as a tornado warning, we change the background to a bright color and devote the entire screen to it. Otherwise, our digital panel is divided into zones. We feature services and resources, such as particular books, in one zone. Another, more variable zone might have pictures one day, presidential trivia questions the week of Presidents’ Day, or facts about Pulitzer Prize-winning books at another time. The point is to keep the sign interesting so library users have a reason to glance at it as they enter the library.

Our library coordinator, Tina Medlock, manages our digital sign. Although any staff member can make content suggestions, Medlock writes all of it, which makes the messages consistent in style. Medlock suggests that digital messages and transition times between them be kept short because attention spans are short. I have seen students standing there waiting for the next trivia question to appear, though, so if you make it really interesting, they will look!

In the best-case scenario, we can attempt to work around the behavior. Rather than display a sign saying, “Do not move chairs from Room A to Room B,” it makes sense to just put more chairs in Room B. It is rarely that simple, however.

Where prohibitive language signs are used, keep the message as positive as possible. I saw a wonderful example of this in a blog post by Sarah Glassmeyer, director of content development at the Center for Computer-Assisted Legal Instruction in Chicago, on her blog, SarahGlassmeyer(dot)com. She took issue with a sign featuring an outdated picture of a cell phone with a giant universal NO symbol over it. The sign screamed “CELLULAR PHONES ARE PROHIBITED” in all capital letters. (This is a familiar theme in library signs. Just replace the phone with a graphic of a burger or a drink cup covered by a big red X.) Glassmeyer found the sign not only harsh but inaccurate. The purpose was to keep the library quiet. Patrons could play games, surf the web, or text all they wanted on their phones. Her solution is one of the best I have seen. This sign (pictured) is agreeable on multiple levels. It is positive, friendly, and updated in design. It tells library users what they can do instead of what they CAN’T do.

Room for Improvement
Take a walk through your library. See if you find room for improvement in your signage. If you do, take the opportunity to make the library a friendlier and more welcoming place.

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In the past several decades, globalization has become a key driver in business, law, legal practice, and legal education. Law firms have responded to the need to provide transnational legal services to clients by opening offices around the world or partnering with lawyers from other legal systems.

Legal education also is responding to the globalization imperative. A number of law schools in the United States and elsewhere long have had an interest in foreign, transnational, and international law, and more are launching centers and programs that emphasize transnational and international law and provide students with opportunities to study foreign, international, and transnational law in other countries.

One example of the way globalization is changing legal education and law libraries is the founding of the Peking University (PKU) School of Transnational Law in Shenzhen, China.

The Law School
In 2007, PKU, China’s oldest and perhaps most prestigious university, received authorization from the State Council of the People’s Republic of China to establish the PKU School of Transnational Law (STL) on PKU’s Graduate Campus in Shenzhen, with Jeffrey S. Lehman as chancellor and founding dean. Although a part of PKU, STL is organizationally independent of PKU Law School in Beijing.

STL is the only law school in China to offer Chinese students a four-year educational program that includes a three-year American J.D. curriculum, taught in English, and the Chinese Juris Master (J.M.) curriculum, taught in Chinese. Students graduate with both degrees. This program prepares STL graduates to operate in a transnational legal environment regardless of where they practice. Consistent with PKU’s reputation, STL also aspires to develop a reputation for faculty research and scholarship with emphases in transnational

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By Christopher Simoni and Zhao Xichen

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and comparative law and to be the first foreign law program accredited by the American Bar Association.

The J.D. curriculum is similar to that found in U.S. law schools. Required first-year courses include torts, contracts, civil procedure, and transnational practice (a legal writing and research course that continues through the second year) and courses in professional responsibility, business associations, and transnational law. Beginning in the second year, the curriculum includes upper-level courses similar to those found in U.S. law schools and the Chinese J.M. courses, which are largely uniform in Chinese law schools.

Permanent and visiting law faculty from some of the premier law schools in the world teach the J.D. courses, and law faculty visiting from PKU Law School teach most of the J.M. courses. Courses are taught in six-week modules, and the academic year has six modules. Students also can participate in a range of co-curricular activities including moot court, legal clinic, and law review.

The Legal Research Center (LRC), which is the law library, is an integral part of STL and was formally launched in the spring of 2010. The LRC’s initial goal is to establish a foundation combining the best aspects of U.S. and Chinese academic law libraries with a research-level bilingual collection of English and Chinese language legal resources and services to aid faculty and students in using those resources. The LRC’s longer-term goal is to build upon this foundation and become one of the leading research law libraries in China and the region.

University Town Library (UTL) of Shenzhen entered into a unique working relationship with the LRC. This article briefly touches upon the positive effects of that international collaboration between libraries, as well as some of the ways the relationship has contributed to the LRC’s success.

Collaboration with UTL
Starting an academic law library in the United States as part of a law school that seeks ABA approval for its programs is difficult. Starting an academic law library in China for a law school that seeks ABA approval for its programs is significantly more challenging because, in addition to the usual concerns, the Chinese law school must factor in differences in language, culture, educational systems, and library practices.

The STL law library organizationally is part of the law school, and the library director reports to the law school dean. At the same time, the library and school are parts of the PKU Graduate Program located on the University Town Campus in Shenzhen, a unique shared municipal campus of three universities and a research center.

Shenzhen was the first special economic zone created during China’s reform and opening movement. In the 31 years since it was designated a special economic zone, Shenzhen has grown from a fishing village with a population of 30,000 to a city of more than 15 million. While Shenzhen’s initial focus was on manufacturing, its recent strategy has been to develop an educational and technology infrastructure to support its next level of development.

The University Town Campus, launched in 2003, is part of Shenzhen’s strategy. The campus is an educational hub that supports the graduate business, technology, and science graduate programs of PKU, Tsinghua University, Harbin Institute of Technology, Shenzhen Institutes of Advanced Technology, and Chinese Academy of Sciences.

The Shenzhen Science and Technology Library/UTL plays a major role on the shared campus. Its dual names reflect its missions: it serves the needs of Shenzhen’s individual and corporate patrons with a focus on science and technology and the information needs of the graduate programs located on the University Town Campus. Its location at the center of the University Town Campus symbolizes its importance.

While the law library is independent of UTL, it was understood from the initial planning for the law school that the law library would collaborate with UTL in staffing, budget, space, and collection development.

There are many similarities between U.S. and Chinese libraries; at the same time, there are many differences. Without an understanding of those differences it would have been difficult to launch the law library. For more than a year, we worked with our staffs, bringing together differing yet complementary domains of professional expertise and, in the process, learning about the differing library practices and logistical operations between U.S. and Chinese law libraries. While the process was not without often-comical misunderstandings, it succeeded because of the unflagging enthusiasm and good will of UTL staff.
The two main areas of collaboration between the libraries were staffing and collection development, with the latter including budgets and space.

**Staffing**

As a start-up library, the LRC began with a staff consisting of only the director, followed by an assistant director; both are now assisted by other STL staff, as well as students from the law school and other PKU programs.

Academic Libraries (DRAA) has negotiated licensing deals with foreign publishers that, at times, result in significantly discounted license costs compared with those seen in the United States. Where DRAA has negotiated a license with a publisher, the process of using a purchasing agent to license a database is fast and efficient. If DRAA has not negotiated a license, and this is the case with the large number of English language law databases, the process of working with the purchasing agents to negotiate a license can be time consuming.

The second area of staff collaboration is in cataloging, classifying, and processing materials. UTL catalogers catalog and classify English language law materials, whether owned by the law library or UTL, according to AACR2 and the Library of Congress Classification system. Once the English language materials are cataloged and classified, the staff adds English language records to the UTL OPAC. The technical services staff also handles all processing activities.

The third area of staff collaboration involves UTL’s library management system. UTL uses a locally developed library management system that is also used by the Shenzhen Public Library and Shenzhen University. Because the OPAC interface was in Chinese only, UTL staff developed a workable English language interface that increases the system’s usability for faculty and staff who do not read Chinese. UTL is also evaluating a number of commercially available systems to add a “discovery layer,” which, if implemented, will put UTL in a leadership position among Chinese libraries and make its resources more easily accessible to all University Town patrons.

**Collections**

Typically, when one thinks about a library’s collection of print materials, one makes certain assumptions about budgeting (who pays for the books), ownership (who owns the books), and location (where the books are shelved). For most U.S. academic law libraries, the assumptions are unexceptional: the law library (or, more accurately, the law school) pays for the books, owns the books, and shelves the books in the library itself.

Things are not that simple at the LRC.

**Acquisitions and Ownership**

The LRC’s acquisitions budget comes from STL and UTL, and the source of the funds used to purchase print materials determines which library owns them.

UTL is part of the Shenzhen municipal government and is subject to rules governing the expenditure of municipal funds. All materials purchased with municipal funds, even those purchased at the request of the LRC, are the property of UTL. Conversely, all materials UTL purchases for the LRC with STL funds are the property of STL. The libraries agree upon the source of funds for purchase at the time materials are ordered based on a determination of whether the materials are likely to be of greater interest to the general University Town community or to STL law faculty and students.

With the exception of Westlaw, for which STL pays, UTL pays for all digital subscriptions including those for English language legal databases such as Lexis, Bloomberg BNA, and CCH. All subscriptions, with the exception of Westlaw, are made accessible to the University Town Campus.

It is our sense that matters of ownership are inconsequential to library patrons. Many of the materials UTL purchases for the law school are specialized English language legal materials of limited interest to portions of the University Town Campus community.

**Physical Space**

Physical space also plays a role in how one thinks about the LRC’s collection.

When the law school was launched in 2007, it was located in space that had room for a small reserve collection but not a proper law library. During this period, UTL purchased materials requested by the law school and shelved them at UTL. In 2010, UTL and the law school dedicated the Legal Research Center—a space within UTL with seating for students, a reference desk, and the largest part of the LRC’s print collection, other than reserve materials, which remain located in the law school. This space contains materials paid for and owned by STL and UTL and is a “shared” collection accessible to the law school and the University Town community.
STL recently broke ground for a law school building that will be completed in 2013, and the new building will have a law library. While the law library will be smaller than that typically found in U.S. academic law libraries, it will have seating for students, shelving for about 5,000 volumes, staff offices, a separate reserve collection, and a service point for reference and research assistance. The most frequently used legal print materials, typically but not always paid for by STL, will be located in the law library with the balance of the print collection, typically but not always paid for by UTL, located in the Legal Research Center in UTL, a five-minute walk away.

Because of the particularities (or peculiarities) of ownership and physical space that flow from this arrangement, it is useful to note that when we describe the law library’s collection and collection development policies we do not mean materials owned by or located in a particular library, whether that library is the LRC or UTL. It is more accurate and perhaps less confusing to talk in terms of the information resources available to law faculty and law students, irrespective of whether they were paid for, and consequently are owned by, the law school or UTL or are located in the law library or UTL. These materials constitute the legal collection for the law school and the University Town community. Old habits die hard, however, and in the following paragraphs “collection” is used as a shorthand description that encompasses books and information resources that support the law school irrespective of ownership or physical location.

The Collection Development Plan

The LRC’s collection development plan is to develop a bilingual research-level collection of primary and secondary Chinese, U.S., and transnational legal materials. The LRC selects English language law and law-related print and electronic resources, and UTL selects Chinese language resources.

English Language Materials

The collection development plan for the English language print collection focuses primarily on scholarly treatises and monographs in the areas of faculty research as well as in areas the law school considers essential to an understanding of the common law, its development, and the rule of law. The print collection also focuses on materials related to the legal profession; corporations; transnational law, including public and private international law; international arbitration; the World Trade Organisation; the European Union; jurisprudence; legal history; constitutional law; comparative law; and human rights.

Decisions related to format are almost as important in establishing the LRC collection as decisions related to content. In setting the collection development parameters, we consciously chose to limit the initial print collection to monographs and other materials for which there is no acceptable online version plus some iconic titles, such as the United States Reports and the United States Code Annotated, which have pedagogical value.

A portion of University Town Library

With a few exceptions, we do not purchase loose-leaf services and treatises, for two principle reasons. First, it is our assessment that these materials, with some exceptions, are used infrequently at best by law students and faculty. Moreover, many loose-leaf services and treatises are available online, and the students are taught to use these resources as part of their Transnational Legal Practice course. When there are no acceptable online versions of key treatises, the LRC purchases the print versions. Second, several months can elapse from the time an update is published and the time it arrives in China and clears customs. This delay dilutes, if not eliminates, the “timeliness” value of the loose-leaf format.

UTL has an active tradition predating the law school of licensing key English language electronic resources to support the graduate programs on campus. It had licensed resources, such as JSTOR, and databases from EBSCO, Elsevier, Wiley, Springer, and a number of technology and science services.

UTL has licensed many of the basic electronic resources found at academic law libraries in the United States including HeinOnline, Lexis.com, LegalTrac, Index to Legal Periodicals, Index to Foreign Legal Periodicals, ChinaLawInfo, and select BNA and CCH titles.

Chinese Language Materials

From its beginning, UTL built a comprehensive retrospective collection of Chinese primary legal materials. Since then, UTL has collected and plans to continue collecting all Chinese language primary and secondary legal materials published in China. Because UTL has identified the importance of its Chinese legal collection, the LRC will rely on this collection for students and faculty and will not, other than in exceptional circumstances, duplicate these purchases.

UTL has licensed a number of key Chinese language resources important to the law, including ChinaLawInfo, China National Knowledge Infrastructure, and Wanfang Data, the latter two of which are interdisciplinary databases with good but not complete collections of legal journals.

A Good First Step

The process of launching the LRC has been a rewarding experience. Although much has been accomplished during the past two years, much more remains to be done. The law library has taken the first steps and has set a foundation for future development. Its next challenge is to recruit and train talented librarians capable of meeting the research needs of faculty and staff.

While we experienced the inevitable missteps and misunderstandings that are to be expected in an endeavor as unprecedented as this, we also have established a baseline of understanding and a professional working relationship based on a commitment to excellence that benefits the law school, both libraries, and the larger University Town campus. This is an example of international collaboration at its best.

It will be interesting to see whether the law library becomes a U.S. academic law library with Chinese characteristics, a Chinese academic law library with Western characteristics, or something entirely different. In the end, the most important question is not how one describes the law library but whether it supports the innovative and important missions of the Peking University School of Transnational Law in Shenzhen, China, and Zhao Xichen (zxc@utsz.edu.cn) is director of the University Town Library in Shenzhen.

Christopher Simoni (chrissimoni@gmail.com) was the inaugural dean for information services at the Peking University School of Transnational Law in Shenzhen, China, and Zhao Xichen (zxc@utsz.edu.cn) is director of the University Town Library in Shenzhen.
Will An Institutional Repository Hurt My Intellectual Achievements?

Calming the faculty fear

By James M. Donovan and Carol A. Watson

Librarians have every reason to support the creation of an institutional digital repository (IR). An IR preserves the output of the intellectual life of the school, enables anyone with internet access to enjoy the benefits of the new knowledge, and promotes the institution and scholar by bringing it to the foreground their intellectual achievements.

Plans for a new IR project within the law school, however, can quickly find such worthy motives swept aside as faculty members invariably voice some version of the following comments: “Won’t posting my articles elsewhere steal downloads away from SSRN? That would lower my rankings in SSRN and perhaps reduce my professional stature.”

One can regret that law academics today reflexively cower at the thought of appearing to perform poorly on any new ranking system that crosses their path, no matter how dubious. Even so, there can be no denying that SSRN, or the Social Science Research Network, has earned a respectable cachet among the professoriate. This is a tool they believe earned a respectable cachet among the Social Science Research Network, has there can be no denying that SSRN, or perhaps reduce my professional stature.”

But just as the argument is not obviously false, neither is it necessarily true. While the total number of readers of any given work is certainly finite, this fact can lead to the mistaken conclusion that it is therefore also bounded. In other words, if the SSRN and IR copies both get 100 downloads, we needn’t leap to the conclusion that without the IR copy the SSRN downloads would have been 200. There is at least as good an argument that the 100 IR downloads represent new readers who would otherwise not have found the piece at all, yielding a net increase in the audience.

Choosing between these competing scenarios cannot be based on mere rhetoric but instead must be based on the facts. It can be shown, we believe, that the zero-sum fear is unwarranted. SSRN and IRs more likely draw from different audiences, meaning that downloads recorded for the repository copy represent not diverted SSRN readers but a new audience for the content. SSRN and IRs do not fight for the same eyeballs, but instead target different populations defined by how readers find their way to the desired content.

SSRN, through use of subscription lists and institution-created paper series, intends to saturate the small but keenly interested audience of legal scholars. Through these services, legal scholars who have an ongoing interest in a given topic will become quickly apprised of new content, allowing SSRN to fulfill its primary function as a current awareness tool and distribution point for drafts and preprints. An IR, by contrast, excels at bringing to the foreground their intellectual achievements.

We do recognize that these differences are more of degree than of kind. Still, they follow reasonably from how the different platforms view their own strengths and where they put the majority of their development resources. SSRN, whose content is also discoverable through Google, earns its profits by subscribing schools and journals to papers series to be pushed to subscribers. More recently, it has sought to generate additional revenue by selling bound copies of the deposited articles.

Presumably, SSRN works hard to make those features efficient and useful to both the content creators and end users. IRs, on the other hand, derive their primary benefit from visibility on the web, and, consequently, the more successful of these repositories, even when they allow subscription to RSS feeds and other alert tools, invest much expertise to make the content discoverable by web crawlers.

All told, then, the target SSRN audience is comparatively small and stable while that for the IR is considerably larger but amorphous, in constant flux. We would expect this difference to be somewhat reflected in the download patterns within each resource.

Download Comparison

In the main, one would anticipate SSRN downloads to experience a quick burst of activity triggered by appearance of the paper abstract in one or more of its paper series, followed by a plateau after saturation of the target audience. IR downloads would display continual increases as the content is discovered by an ever-changing audience of short-term users.

The data available to compare downloads between SSRN and IRs are simple snapshots, usually showing that IRs enjoy more downloads than does SSRN. We can pause a moment to consider this finding, which becomes a true puzzle in the zero-sum worldview. If both copies are dividing a limited audience, one would expect that SSRN should be as likely to surpass the IR in downloads. Perhaps more likely is that SSRN should typically receive a greater share of downloads since it “pushes” the item to the most interested audience. That the reverse occurs lends presumptive credibility to an alternative, non-zero-sum understanding of readership.

Considered alone, however, synchronic comparisons can offer no conclusive support for either zero-sum or non-zero-sum perspectives. As we have described the problem, the signs to distinguish between the two must be
read not in final download statistics but rather in the patterns of downloads over time. It is to the latter, not the former, that we must look to choose between the models.

Toward that end, we collected illustrative data on two articles. Article 1 was deposited in both SSRN and Selected Works (SW), which is the personal module of bepress's institutional repository platform, Digital Commons. The primary distinction between the two is that the SW page follows the faculty member if he or she leaves to join a different law school. Each Monday, for 47 weeks total, downloads of each paper were recorded and mapped in Figure 1.

The results appear to conform to the predictions of the nonzero-sum model: SSRN downloads initially outpace those from SW with the biggest jump following its announcement in SSRN subject matter journals in week four. But these hits soon experience an extended plateau. The SW copy, after a slower start, evidenced a consistent increase in downloads. This is the pattern one would expect when one version is initially "pushed" to a small audience that is quickly saturated while the other receives consistent preference in web browser results.

The same story is told by approaching the question through a different methodology. Article 2 was uploaded into SW in early 2007 and into SSRN a few months later (in March and June, respectively). From 2008 to 2012, five periodic download totals were recorded (Figure 2). SW was clearly more successful at finding readers for this article than was SSRN, but that fact does not dispel the zero-sum worry. Perhaps all the SW readers would have downloaded from SSRN had the IR copy not been available.

To address this more specific question, we looked at the rates of change among the six snapshots (Figure 3). The results again contradict the zero-sum expectations, fitting more in line with the contrary view. After a greater rate of change, SSRN downloads precipitously fall while those for SW rise significantly, falling to SSRN levels only much later.

These two case studies are, of course, insufficient to conclusively settle the argument between these two mutually exclusive models of how readers connect with articles of interest. The zero-sum position expects either that SSRN would preferentially access the non-SSRN version of the article, contradicting the second prediction of the zero-sum model. These results instead support the nonzero-sum model, in which IR downloads represent penetration of the content into new audiences outside that achieved by SSRN alone.

If the data favor the nonzero-sum model, we can give some thought as to the actual mechanism by which this is achieved. Our own experience suggests that much depends on how SSRN and the IR interact with Google. Commercial IR products, such as bepress’s Digital Commons and Selected Works, appear to be more transparent to Google than is SSRN. For example, common keyword searches that apply to both the case study articles routinely return Google results with the IR version as the first entry, or at least on the first results page, while the SSRN version, which contains exactly the same content, is not listed until much later. Another measure of the greater Google-compatibility by IRs than by SSRN is that when tracked, we have found simultaneously deposited IR content appears in Google searches a week or more before the SSRN copy.

Transparency to web browsers offers a reasonable mechanism accounting for these data. The upshot is that many of the hits experienced by IRs will be “new” downloads, not diverted SSRN downloads. These users often would not have found the SSRN version, especially as studies show most users don’t look past the first page or two of Google results.

Conclusion: Use Both!
Faculty members should not view the proposed IR as a drain on their SSRN rankings. While SSRN excels at delivering their work to the cadre of legal specialists, IRs typically do a better job of presenting it to a broader readership. This expanded exposure should be judged a

(continued on page 16)
Retirements in the Age of Economic Uncertainty

Are the senior librarians all right?

By Genevieve Zook

Back in 1983, American Libraries published “Life After Liberation: Retirement Planning for Librarians,” an article by Lois R. Pearson about retirement planning and the attitude librarians had regarding their retirement. The results were remarkably cheerful, forward looking, and filled with practical, long-term advice about investing in your retirement early, finding a job with a good pension plan, and advocating for higher library salaries. Librarians of all ages were asked their thoughts about retirement and whether being a librarian prepared them for any of the challenges often found when transitioning to retirement. The consensus was that library skills made retirement richer. In 1983, the future for retiring librarians looked exceptionally sunny, with their annuities savings, defined benefit (DB) pension plans, and the expectation of a small pay raise to invest every year. There was some grumbling about low salaries, but when haven’t librarians grumbled about that?

It was, in summary, mostly positive news. Many librarians from across the country also said they planned to enter post-retirement careers—perhaps buy a small farm or start up a travel business. One librarian urged, “Don’t just be a librarian! Be a gardener, a painter, a singer, or a clown!”

Some Numbers

According to census data, between 2010 and 2030 the 65+ demographic in the United States will increase by as much as 75 percent. By 2050, 88.5 million Americans will be 65 or older. According to the census report, the baby boomers, those born between 1946-1964, are responsible for these numbers, as they crossed over into this category in 2010. This aging population and its retirement are expected to significantly impact certain industries, as well as the economy, labor, and stock markets. Libraries’ staffs are expected to be affected by this wave of retirements, and the predictions of library staffing shortages have been foretold in library publications. Several years ago, an article in American Libraries, “Retirement & Recruitment: A Deeper Look,” by Mary Jo Lynch, Stephen Tordella, and Thomas Godfrey, reported that during 2010-2020, 45 percent of librarians would reach the age of 65.

The future is now, but look around you . . . have you noticed a shortage of librarians yet? Me neither. According to a blog post from the Annoyed Librarian, “Job Scam: The Myth of the ‘Librarian Shortage,’ the American Library Association glutted the market with shortage scares. That might be too harsh a critique, but what exactly did happen?

Well, to be honest, there is a problem with predicting the future; events have a way of changing even the most thoroughly researched predictions —events such as budget shortfalls, layoffs, closing, hiring freezes, and reduced staffing needs. Then there is a trend toward hiring part-time retired librarians, delaying retirements, or outsourcing services. In short, the economic downturn had a negative effect on library budgets; technological advancements made it economical to hire fewer people to do the same job (and a retirement in the library can be viewed by administration as an opportunity to consolidate two positions into one); and the librarian shortage? It didn’t happen. Yet, some things haven’t changed. Those decades when boomers saved for their retirement have passed, and the boomer cohorts did get older and grayer, just as predicted. Some also retired—some during the market crash and some because of the market crash. Others delayed retirement or retired but then came back to work.

Last of the (DB) Retirement Plans

So how do boomers feel about retirement today? According to a 2011 AARP article by Jean C. Setzfand, “What Retirement Means to You?,” when surveyed, an increasing number of boomers say they plan to work after the age of 65 to 67. They are delaying retirement, some perhaps indefinitely. The only group that appears to not be delaying retirement is the public sector employee who still has a DB pension plan. As for the rest, as one headline in The Economist put it: The latest retirement plan? It’s to “Work Till You Drop.” Since knees and hips don’t come with lifetime warranties, it’s uncertain whether this financial plan will work well for every boomer.

In fact, I’ve found some evidence already that it might not work. While reading an article by Jesse Washington, “Food Stamp Recipients Wish Critics Would Spend Some Time In Their Shoes,” published January 20 in the Huffington Post, the following quote from one food stamp recipient, Ronnie McHugh, a white, divorced female with no savings who lives off $810 per month in Social Security, caught my eye.

“I’d give a million dollars if I could find a job. I’m 64 years old, and no one wants to hire me. . . . I would like them to sit in my shoes . . . I would tell them I had a husband who made $150,000 a
Sixty-four years old! That sounds like a boomer.

The economic downturn is blamed for the change in retirement expectations. A *New York Times* Sunday Review headline on November 19, 2011, warned, “Goodbye Golden Years” to highlight the ambush on retirement savings to boomer cohorts. The *Times* article, by Edward L. Glaeser, featured a dentist called Dr. B. Boomer who had to defer her retirement dreams when her 401(k) shriveled in the market crash, her home value plummeted, and retiring seemed financially unwise. She was forced to work with screaming children for many more years.

Many boomers no longer feel financially secure. Confidence surveys on boomer cohorts have found that eight in 10 expect to work, at least part time, after they retire. They seek to extend their retirement budgets with additional cash resources by working more years. But even if boomers extend their years of productive work, some financial planners predict it may not be enough.

On a more positive note, researchers suggest that work-centric boomers are not motivated to work after retirement solely for financial reasons. If you look at the *American Libraries* survey of 1983, it is obvious many librarians planned on post-retirement careers. Many boomers wish to remain active and involved in a career they enjoy. Part-time or transitional work, encore careers, volunteering, and community involvement would all be attractive choices for highly skilled librarians who wish to work after retirement.

**Health, Wealth, and Well-Being**

One benefit of working longer was discovered in a study published by *EHS Today* in 2009 that shows people who work after retirement are healthier than those who don’t. Work keeps our minds sharp, our bodies physically fit, and provides individuals with community and social contact that has been shown to increase feelings of happiness. Since many individuals facing retirement admit they need time to adjust and prepare themselves for all the things they will miss about their life’s work, transitional work might be the ticket, not only to earn extra money but also to a longer and healthier life.

As for Gen X and Gen Y, the generations who have patiently toiled alongside the boomers, sometimes grumbling about the boomers’ rigid adherence to old-fashioned library traditions, there is no reason to panic at the headlines about delayed retirement. Your promotion is unlikely to be stalled by boomers who refuse to retire.

Few researchers suggest that older Americans will continue to work as they did in their younger years; they also won’t stick around for another 25 to 30 years at the same place and in the same position. Retiring boomers will seek out other work, usually working fewer hours. Some will start consulting services or launch an encore career in a completely different field. Many boomers say they plan to leave their high-stress corporate jobs for public service.

If this is true, I see an opportunity for libraries, as well as for the arts, museums, parks, and any number of community programs and projects that make our towns and cities great places to live and work. By sheer numbers, the boomers could pay it forward to a younger generation, and America might just be surprised by how adventurous the old folks have become. I may be mistaken, as my crystal ball skills are limited, but this almost seems like an opportunity for those who have research skills to play helpmate to all those socially active older Americans.

Another positive outcome may be that as our workforce continues to age, working alongside senior citizens will become nothing out of the ordinary and may even be viewed as beneficial. Those younger seniors between the ages of 65 and 74 will probably not even think of themselves as senior citizens in the traditional sense, especially now that studies are proving that active seniors tend to be healthier than past generations were at that age.

I’ve worked alongside people over the age of retirement most of my career, benefitting from their expertise and patience. I put myself through college by working in a nursing home—I used to call it the old folks’ home until my grandmother warned me, “Stop calling us old folks!” At the University of Wisconsin-Madison, I’ve worked with emeritus professors who continue to teach and publish their research; in the private sector my experience included working with senior law partners and counsel who were well into their 70s and 80s. One gentleman arrived each day, dressed in a nice suit, ambulating with his walker.

Do those older workers use the law library? Yes, they do. In fact, their advocacy for libraries gives me hope for the future of my profession. For one thing, it’s not as likely that the boomer generation will mistake the latest iPad for a cheap version of a library. They will also be more likely to seek out traditional library services. Perhaps in ‘America the elder,” there will still be a steady supply of patrons who value libraries as much as they did way back in, say, 1983. If they can transfer their loyalty to their grandchildren, libraries will do just fine.

**Is the Recession Effect Overrated?**

There was a quick rebuttal to the author of the *Times’* “Goodbye Golden Years” predictions as to the cause of the falling retirement rates. In a November 11–published letter to the editor, two professors of economics at Wellesley College wrote that their research pointed to the fact that retirement rates have been falling since 1994 due to changes in Social Security and pensions. The cause of the flat rate now began in 2006, not with the Great Recession. The flat retirement rates may even suggest that retirement rates are accelerating because of the effects of the recession.

In the public sector, retirements are up—way, way up. For example, in the state of Wisconsin, the Employee Retirement Fund released astonishing figures for retirements for public employees this year: 18,790 state employees retired in 2011—an increase of 60 percent!

The average for the past seven years in Wisconsin has been 10,500 retirement applications per year. That’s a significant increase. At the University of Wisconsin-Madison, employees in libraries across campus have announced their retirement. I’m used to attending a few retirement parties every end of fiscal year, but this time I put on a few pounds—all those extra slices of cake! The increase is blamed partly on the recession. Financial conditions are certainly a valid reason to postpone retirement. But a more plausible reason for the increase in retirements for state workers in Wisconsin—one I’ve heard repeated in break rooms, again when I ran into a few retiring teachers from my daughters’ school, and when I tune into local news stations interviewing retiring public workers—is that it’s not the recession but changes made by the state legislature to the pension system that have encouraged the increase in retirements.

There is a third reason state workers have made the decision to retire earlier than planned. Some retiring public workers said they decided to leave rather than watch their departments be dismantled by cost-reduction measures. In Wisconsin’s last budget bill, one state department budget saw a 60 percent reduction. I heard that staff layoffs were inevitable.

The increase in public sector retirements isn’t unique to Wisconsin. Other states have announced an increase
in state employee retirements, including California, Indiana, New Hampshire, New Jersey, New York, Ohio, and Pennsylvania. Across the country public employees are retiring in record numbers while they still have a pension. The effect of so many retirements on government services has yet to be calculated, but I believe it is safe to go with what usually happens when vital agencies lose key personnel to retirements. This brain drain will have an impact on services for those states, as budget cuts reduce staff and limit resources for training and knowledge transfer. The staff remaining will have to take on additional duties and responsibilities. It might take them time to get up to speed. One can only hope that public agencies, anticipating the rush to the exit door, have prepared for the loss of so many experienced workers and have their knowledge-transfer plans firmly in place to deal with those losses. (For more information about preparing for lost knowledge in the workforce, consult Lost Knowledge: Confronting the Threat of an Aging Workforce by David W. DeLong.) Libraries will need to plan, as well, and many libraries have been preparing for the wave of boomer retirements by putting knowledge-transfer practices into place. Fortunately, librarians have long-term planning experience.

I asked a few librarians in Wisconsin what they did to transfer their knowledge and experience when they retired. Wisconsin State Law Librarian Jane Colwin told me she prepared for her retirement by meeting with specific staff members to pass on files and emails. Documentation, access, and interviews are all useful ways to pass on knowledge before key personnel head for the exit.

Emily Wixon, senior librarian, member libraries at the University of Wisconsin-Madison, said she documented all the courses she worked with and moved all relevant electronic files over to the Chemistry Library section of the General Library System network. She also met with her successor who will be able to get to all her files. I asked her if anything she did might be lost. She said that her contacts and the community she has built over a lifetime of work—those contacts she will not be able to transfer.

I also wanted to know what Colwin considered her greatest accomplishment. She said, “Fostering the mission of the State Law Library and keeping its collections and services relevant during times of rapid technological change, increased demands from self-representing litigants and the general public, and static budgets. Building and retaining an excellent staff. Working with the public librarians around the state to provide them with the information and tools to allow them to better assist their patrons with legal questions.” The community benefited greatly from her decisions over the years of her employment.

Finally, I asked Colwin if there was anything she found difficult to pass on to her staff, and she said there was one thing: “The hardest thing to pass on was managing the budget; a lot of what I did relied on gut instinct and good luck.”

In the literature on knowledge transfer, it’s these skills that were said to be some of the hardest to pass forward to current staff. These skills are the ones most likely to be felt as a service loss for the hard-pressed public sector.

Setting the Stage
So, are the seniors all right? In general, newly retired librarians are doing fine, which is not too surprising since they tend to be excellent long-term planners. I think the current staff will notice their absence and sometimes envy their vacations to Hawaii and India, but we will manage, and, eventually, younger librarians will fill the gaps.

Wixon’s favorite retirement quote, which was stated by 1997 Wisconsin Librarian of the Year Milton Mitchell, provides a tip on how librarians manage, even in economic downturns: “A good librarian is one who can use whatever information is available regardless of format to help people live better, more satisfying lives. A good librarian is fundamentally a problem solver. And in some sense, a good librarian is an interventor or, at the very least, a catalyst. By providing the right information to the right people (at the right time), we set the stage for something powerful to occur.”

So thanks for your service, senior librarians. Now go set the stage for something powerful to occur.

Get a Free Year of AALL Membership with Nonmember Annual Meeting Registration

Spread the word to your colleagues who aren’t yet members of AALL: the Association is offering nonmembers a complimentary one-year membership when they register for the 2012 AALL Annual Meeting and Conference (www.aallnet.org/conference) to be held July 21-24 in Boston. The membership includes:

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positive benefit of participation in the IR, helping to mitigate criticisms of law faculty as sequestered, insular, and writing only for themselves. Anyone interested in giving their ideas the widest possible hearing should deposit their intellectual work in as many venues as possible. For law professors, this means they should have both SSRN and the IR working for them.

James M. Donovan, J.D., Ph.D., (james.donovan@uky.edu) is director and associate professor of law at the University of Kentucky College of Law Library in Lexington, and Carol A. Watson (cwatson@uga.edu) is director of the law library at the University of Georgia Alexander Campbell King Law Library in Athens.
CHA-CHA-CHANGES
An interview with Greg Castanias

By Linda Will

Greg Castanias is an appellate and intellectual property lawyer who represents clients in courts across the United States. He heads Jones Day’s Federal Circuit practice. At the 2011 AALL Annual Meeting in Philadelphia, Castanias was nice enough to donate his time to address the Private Law Libraries Special Interest Section (PLL-SIS) regarding how librarians can add value to their law firms. Again, he has been most gracious by taking time for this interview.

Will: It’s a fact that the legal environment has and will continue to change to adapt to the newly defined financial landscape. Do you have suggestions on how law librarians can become change agents, especially in the large law firm environment? Is there something we should stop doing, as it may have a negative impact on the “good of the order?”

Castanias: In the two AALL meetings I have attended, I was struck by how many private law librarians seem to feel like outsiders in their own law firms. If you can overcome that and enter into a partnership with your partners, you’ll be better off. Rather than fighting the partnership over the inevitable budget pressures, try to work in a way where the partnership is making wise, informed budget decisions. Any ideas on how to keep up with this warp speed?

Castanias: Wow. This may be the single biggest challenge that the modern lawyer—and thus, the modern law librarian—faces. When I started practicing law in 1990, email was nonexistent and fax machines were hidden in the back of the supply room and only used for demonstrable emergencies, so law was typically practiced at the speed of mail. Now we have BlackBerries, iPads, iPhones, PDF attachments, e-filing, and so on, and all of these things allow law in 2012 to be practiced at the speed of light moving through fiber optic cables. Lawyers need things right now, and that means librarians need to be able to deliver things right now. So the librarian has to be not only skilled in the subject matter but skilled in the various modes of getting ahold of this information fast.

Will: I liked your statement in your 2011 address to the PLL-SIS regarding libraries not being stacks or spaces but services. You also stated, in reference to the Jones Day librarians, that librarians as a profession just “make it happen.” The library profession continues to do this in the face of massive cost and staff cutbacks. Any suggestions on how, in the future, librarians can demonstrate to the partnership a librarian’s worth versus a librarian’s bottom-line cost?

Castanias: Here I go back to my earlier answer, which is that we need to remove this notion of the libraries and firm leaders being adversaries. To start, you need—in my view—to have a partner who “owns” the libraries on behalf of the firm, which is my night job at Jones Day. Having the right person in that role can serve as a bridge between administration and the libraries so that each better understands what the other is doing and what the pressures are. In that way, the libraries and partnerships they serve can march arm-in-arm in the same direction rather than wasting valuable time, energy, and emotion with seemingly adversarial interactions.

Ultimately, the partnership owns the law firm, so the partnership makes the call in the end, but having a cooperative or even symbiotic relationship can ensure that the partnership is making wise, informed budget decisions.

I also think librarians are providing valuable research and information services and so should be billed to clients at rates at least on par with legal assistants, if not younger lawyers. Libraries may never be profit centers,
libraries are just cost sinkholes. That brings up the notion that perhaps legal research and scholarship need to be rebranded. If this is so, should law schools continue to teach the premium research tools or focus on teaching fundamentals that apply across the platform (Google, for example)? Castanias: I'm honestly not sure what "law schools" are teaching with respect to research skills or whether a lot of this is being outsourced to the legal research vendors. Nor do I have a sense that the practices at law schools are uniform in any way. I would hope that law schools are teaching the fundamentals and also teaching their students that there are many ways to get the same information—some at high cost, others that are free. But legal research and writing is too often relegated to a permanent underclass of law faculty—non-tenure-track, non-professor rank ("lecturer" or "instructor" are often used as their titles)—and underequipped compared with the tenure-track faculty. I could see a visionary law school offering a first-year course on the business and delivery of legal research, then they can see the suppliers of legal information for what they are—sources of legal data that may or may not be available in other places, in other mediums, at lower or no costs. They are not "magic machines" into which a young lawyer types a few words and gets output that justifies his or her $160,000 per year starting salary. It's not entirely surprising that clients are frustrated at paying for first-year lawyers if all they're getting out of these newly minted members of the Bar is this sort of magic machine research.

But the vendors' business models need to be fixed—and soon—or they're history. The market will take care of them. Gone are the days when they can just start with last year's contract amount and add a double-digit percentage increase to it. They need to realize that a large amount of their data is available to us for free in just as accessible and accurate a fashion as they offer it and without the need for a cumbersome sign-in process. If they truly realized that, their valuable services would be priced more realistically. They need to realize that we aren't going to be able to keep both Coke and Pepsi on the shelf, so to speak, just because some lawyers prefer one over the other. And they need to realize that we have pressures on us, such as clients who won't pay a separate line item for online legal research, that make the old ways no longer sustainable.

Simply put, they'd best start treating law firms like clients.

How do you get that across to the vendors? Again, I think you need a partner who "owns" the libraries on behalf of the firm, a partner who can stick his neck out and say to a vendor, "We're walking away from this contract, and I'm willing to take the heat from any lawyer in my firm who disagrees with that judgment." At the very least, the vendors need to know that the librarians are backed by the firm.

I'll give you one recent example. A vendor of a modest product, liked well enough by me and a handful of other lawyers around our firm, recently told us it was increasing its price by 300 percent from what we paid last year—for the same product. Three times last year's price, if you can believe it. After some difficult conversations, they "came down" to a mere 200 percent increase from last year's price. I told the vendor they could have what we paid them last year or they could have no money at all because I would not renew. Their response was to threaten to send an email to all of our firm's lawyers, letting them know that they should contact me if they disagreed with that decision. I informed them that such a move would be seen as sowing salt into the fields of Jones Day, such that no business of theirs would ever grow here again. This shouldn't be the way we interact with our vendors, particularly if they intend to treat us like clients.

But I have severe doubts that the longstanding, acquisitive business models of many of these vendors will allow them to "right size and right price" their offerings. They've paid a ton of money to acquire various companies over the past several years, companies they haven't been able to successfully integrate into a singular company. As a result, they're forced to try to maintain or increase the prices they've been charging us in order to service their debt load. Tragically for them, the only solution may be for us to walk away from contracts (serve Coke but not Pepsi, or vice versa), and force them into a new business model that will allow them to survive but not at the same lucrative rates they've been charging. Or maybe one or more will fall into bankruptcy and either restructure themselves or divest some of their holdings to companies that have the wherewithal to run an efficient business that charges fair, market-sensitive prices.

And I haven't even started with the evils of the nondisclosure provisions that prevent us from comparing prices with one another so that we can get a sense of relative value. Linda Will (Linda.Will@tklaw.com) is manager of library resources at Thompson & Knight LLP in Dallas.
“Meeting other law librarians – both rookies and veterans – was an enriching experience. From law firm and court librarians to academic librarians and archivists, the professional diversity made every reception, caucus, and passing conversation interesting.”

- Richelle Reid, Assistant Law Librarian for Student Services, Emory University Hugh F. MacMillan Law Library

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The city’s many amenities await Annual Meeting attendees

By Janet C. Katz and Carli Spina, with assistance from Renee Rastorfer
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since its founding in 1630, Boston has received its fair share of nicknames, each one highlighting an aspect of the city that makes it special. Many of the city’s monikers derive from its long history; others are based on newer qualities and characteristics.

The nicknames describe a vital and diverse city. As steeped in tradition as it is, Boston is kept ever fresh by the constant influx of students who attend its score of art schools, conservatories, colleges, and universities. Boston is a wonderful destination for art enthusiasts, history buffs, shoppers, foodies, sports fans, and nature lovers alike. We hope you will join us July 21-24 for AALL’s Annual Meeting in Boston. It’s the perfect location to Learn, Connect, and Grow.

The Cradle of Liberty

Boston shares this nickname with another city law librarians may have visited about a year ago, but there is no question that Boston is entitled to it. So many important events familiar to all Americans occurred here during the early days of the Revolution. If you have never visited Boston, you’ll find a number of themed trails that make it easy to see historical landmarks from colonial days onward.

Perhaps the best-known walk in Boston is the 2 V2-mile Freedom Trail, which begins at Boston Common and ends in Charlestown. Along the way, you can see the Old State House, Faneuil (pronounced fan’-yul) Hall (which is itself called the Cradle of Liberty), Old North Church of “one if by land, two if by sea” fame, and the Bunker Hill Monument.

Once you’ve seen these sites, you may want to travel to Lexington and Concord to see the destinations of the rides of Paul Revere, William Dawes, and others; the green where the Revolutionary War began; and the “rude bridge . . . [where] once the embattled farmers stood, and fired the shot heard round the world.”

Other marked trails include the mile-long Walk to the Sea, which starts in front of the golden-domed State House on Beacon Street and on the way to the harbor passes sites dating from four centuries of Boston history. The Black Heritage Trail tells the story of the city’s early African Americans and reminds us of Boston’s prominent role in the abolitionist movement. The Irish Heritage Trail celebrates and commemorates the history of the state’s largest ethnic community.

The Walking City

As you may already have gathered, most visitors would agree that the best way to experience Boston is on foot. Walking permits you to linger, window shop, or stop for a cool drink. And not all walks in Boston need be educational. There’s nothing like a walk down Beacon Hill’s gas-lit, cobble-paved Acorn Street to take you back in time. A stroll in the Public Garden is not to be missed, with or without a ride on the swan boats or a photo op with the Make Way for Ducklings statues. The Rose Kennedy Greenway, a 1/2-mile network of gardens and public spaces, is a relatively new way to enjoy the city. It was installed on the former site of the Central Artery, the elevated highway that once cut the North End and harbor off from downtown.

You have many other choices for seeing the sights of Boston. You might take a trolley tour, or you might see the city from the water by taking a cruise on the Charles River or a ferry to the Boston Harbor Islands. The Skywalk on the 50th floor of the Prudential Center provides a vantage point for a matchless panorama of the city. You’ll find a list of tours and trails, guided and self-guided, commercial and free, on the Local Arrangements page of the Annual Meeting website, www.aallnet.org/conference; access the page by selecting “Experience Boston” from the “While You’re There” dropdown list.

Athens of America

For its long commitment and many contributions to education and the arts, Boston is also called the Athens of America. The city abounds with historical and modern evidence of this commitment in the form of museums and galleries, institutions of higher education, concert halls and performing arts venues, and, of course, libraries.

The city offers a wealth of opportunities to appreciate world-class art in every form. John B. Hynes Veterans Memorial Convention Center is not far from the Museum of Fine Arts (MFA) and the Isabella Stewart Gardner Museum, each of which has recently opened an impressive new wing. For those who prefer contemporary art, the Institute of Contemporary Art/Boston offers both beautiful contemporary art exhibits and a stunning view of the waterfront. The convention center is also conveniently located between Newbury Street and the South End, the city’s two main neighborhoods for art galleries. If you have time and a car, the beautiful deCordova Sculpture Park and Museum in Lincoln is worth a visit.

Other museums offer something of interest for everyone, from the glass flowers and minerals at the Harvard Museum of Natural History to the robotics displays at the Massachusetts Institute of Technology (MIT) Museum to the interactive exhibits at the Museum of African American History to the butterfly garden at the Museum of Science. Campus tours of MIT and Harvard University are also available for those who want to explore the history of these two influential universities. As happens in other cities, the major performing arts take a hiatus from Boston during the summer. The marquees of the Boston Symphony Orchestra, Boston Ballet, and many of Boston’s other theatre, dance, and music companies will be dark during AALL’s Annual Meeting. But fear not; culture persists in their absence. Music aficionados will find opportunities to listen at the New England Conservatory, the Berklee College of Music, and the Longy School of Music. MFA, the Gardner Museum, and the Boston Public Library all host concerts during the summer, as well. Also, be on the lookout for free concerts at the Hatch Shell, an open-air venue on the Esplanade.

If you like to take a busman’s holiday now and then, you’ll find Boston is home to some impressive libraries. Founded in 1848, the Boston Public Library was the first “large free municipal library” in the United States. It offers frequent art and architecture tours highlighting the history of the central library building, which is located only blocks from the convention center. At the other end of the spectrum is the Boston Athenæum, a membership library since 1807. The Athenæum offers tours to the public and frequently hosts interesting exhibitions.

The City on a Hill

John Winthrop, an early Puritan founder and governor of the Massachusetts Bay Colony, paraphrased scripture in a 1630 sermon predicting the colony would be like a city on a hill with the eyes of the world upon it. Boston began, in fact, as a city on three hills, the tops of which were removed and used to fill in the marshland surrounding the peninsula the original city occupied. The Back Bay, where the convention center is located, really was a bay. Between the enormous earth-moving projects of the 19th and
20th centuries and the Big Dig of the late 20th and early 21st centuries, Boston’s topography and architecture are fascinating aspects of the city’s heritage.

**Titletown**

Boston is considered the ultimate sports town, earning the moniker of Titletown for the number of championships the Pats, Red Sox, Celtics, and Bruins have brought home. Read it now—the Sox will be home at Fenway Park playing the Blue Jays on July 20-22. Can’t get tickets? Consider taking a tour of Fenway or visiting the Sports Museum at the TD Garden.

If you are more interested in participating in physical activity than watching it, there are many options for outdoor exercise. Take a run “around” the river; or rent a kayak or canoe. Visiting cycling enthusiasts will be pleased by Boston’s new Hubway, a bicycle-sharing system that allows people to borrow bikes for short periods of time. Or end your Freedom Trail expedition by climbing the 294 steps of the Bunker Hill Monument.

**Hub of the Universe . . .**

. . . or at least of New England. Once you’ve come this far, consider extending your stay to see more of Massachusetts and the region. Much of New England is within easy driving distance of Boston and offers a wealth of history, culture, and natural beauty.

No matter which direction you choose, you won’t be disappointed. If you have a college-bound child, this might be a good opportunity to head west to tour the Five College Consortium campuses of the Pioneer Valley—Amherst College, Hampshire College, Mount Holyoke College, Smith College, and the University of Massachusetts Amherst—only 2 ½ hours from Boston. If you visit Smith, be sure to leave time to explore the Lyman Conservatory and Smith’s lovely gardens. At Hampshire College, the Tiddish Book Center is unique.

Further to the west lie the Berkshire Mountains. In addition to hiking, scenic drives, antiquing, fine cuisine, and plenty of other recreational activities, you’ll find world-class summer theatre, dance, and music. Tanglewood, the summer home of the Boston Symphony Orchestra, is in Lenox. In the northwestern corner of the state are two art museums of note—the Massachusetts Museum of Modern Art in North Adams and the Sterling and Francine Clark Art Institute in Williamstown, also home to Williams College.

A short distance to the north of Boston, Salem is easily accessible by train from North Station. Nathaniel Hawthorne’s House of Seven Gables, the Peabody Essex Museum, and, of course, the Salem Witch Museum make Salem a popular destination. A road trip further along the North Shore might include a visit to the charming village of Rockport, a whale-watching trip out of Gloucester (pronounced glaw’sta), antiquing and fried clams in Essex, and a (not inexpensive) visit to Crane Beach in Ipswich.

Heading south from Boston, you might make a pilgrimage to Plimoth Plantation, a nonprofit, world-class, living history museum in Plymouth. Further south, Cape Cod beckons you to its beautiful beaches, hiking trails, golf courses, and lively summer atmosphere. If Provincetown is your destination, consider taking the ferry and avoiding the Cape traffic. Ferries to Martha’s Vineyard and Nantucket depart from Woods Hole and Hyannis.

For those who want to see New England beyond Massachusetts, there are plenty of memorable attractions in the surrounding states. Newport, Rhode Island, is home to the Newport Mansions, including The Breakers, the Vanderbilt family’s “summer cottage.” To see both the coast and the mansions, try the Cliff Walk, which offers hiking on the coast in the shadow of the mansions. Wear appropriate footwear—parts of the trail are rough.

If you prefer to see institutions of higher education, Brown University in Providence, Rhode Island; Dartmouth College in Hanover, New Hampshire; and Yale University in New Haven, Connecticut, are all within driving distance of Boston and offer campus tours. Vermont, New Hampshire, and Maine each offer the opportunity to experience New England’s natural beauty plus vibrant cities and charming towns.

**Beantown**

Beantown is a Boston nickname that may no longer describe our city as well as some of the preceding ones, but it is commonly used nonetheless. We cast no aspersions on Boston baked beans, scrod, Indian pudding, and other local specialties, but the Boston area has long been a leading destination for foodies in pursuit of more innovative fare. It may have started with Cambridge’s Julia Child, who brought French cuisine to the attention of many Americans in the early 1960s with Mastering the Art of French Cooking and her PBS series, The French Chef, produced by WGBH in Boston. Today’s restaurant scene offers delights for all tastes, from the amuse-bouches of celebrity chefs to ethnic cuisine from many lands to the latest in organic, vegan, and gluten-free cooking to the fruits of the sea to the comfort foods of neighborhood diners.

In the May issue of Spectrum, we will highlight some of our favorites and the neighborhoods where you’ll find them. The Hospitality Committee has compiled guides to help you find the best that the Boston area has to offer; the guides are available on the AALL 2012 Local Arrangements page on the Annual Meeting website, www.aallnet.org/conference. We look forward to meeting you and answering your questions at the Hospitality Desk in July.

Janet C. Katz (katz@law.harvard.edu) is senior research librarian at Harvard Law School Library in Cambridge, Massachusetts; Carli Spina (carli.spina@gmail.com) is the newly appointed emerging technologies librarian at Harvard Law School Library; and Renee Rastorfer (rastorfer@law.une.edu) is head of research services at Western New England University School of Law Library in Springfield, Massachusetts.
Last spring, Cornell University Law Library inaugurated the Law Library Prize for Exemplary Student Research. The contest was inspired by an article in College and Research Libraries News by Lynn Jones, titled “The Rewards of Research: Library Prizes for Undergraduate Research.” We thought the idea could be successfully transferred to law school research.

The Contest
Second- and third-year students along with LLMs were invited to submit a scholarly research paper to be evaluated by a panel of librarians. The papers did not have to be written specifically for the contest but could have been written for a class or journal note during the previous year.

The papers had to be at least 10 pages long with properly “Bluebooked” citations and footnotes. A short abstract was to be submitted with the paper. First prize was $500, and second prize was $250. In addition to the prize money, winners were given the opportunity to have their papers published in Scholarship@CornellLaw or in Cornell Law Library’s digital repository, as well as to have their papers showcased in library display cases.

The contest drew submissions from 18 students. The six librarian judges reviewed the papers for:

- Sophistication, originality, or unusual depth or breadth in the use of research materials, including but not limited to print resources, electronic search engines and databases, primary and secondary legal resources, interdisciplinary resources, and empirical resources
- Exceptional innovation in research strategy, including the ability to locate, select, and evaluate research materials with discretion
- Skillful synthesis of research results into a comprehensive scholarly analysis

The Winners
The winning entry, by William Garthwaite, then a 2L, included an empirical analysis of data in addition to a survey of relevant laws: “Improving Drinking Water Provision under Increasing Global and Regional Economic Integration.” The objective of the paper was to provide clues as to optimal choices for managers trying to improve and expand complex drinking water distribution systems in some urban areas in developing countries.

The paper discussed foreign domestic law and international legal aspects of the problems inherent in improving the quality of life by improving the availability of clean, affordable drinking water. We were impressed by Garthwaite’s use of traditional legal resources and interdisciplinary materials.

The second-place entry, by Annie Eisenberg, also a 2L at the time, entailed personal research in Morocco and translation of materials from Arabic to English: “Law on the Books vs. Law in Action: Under-Enforcement of Morocco’s Reformed 2004 Family Law, the Moudawana.” Eisenberg investigated women’s rights under Islamic law and enforcement of the 2004 women’s rights legislation in rural areas. She conducted interviews with women to gather stories about how the new law had or had not touched their lives.

Eisenberg explained that “[t]his qualitative data functioned as an illustrative supplement to the original research, providing the note’s discussion with multiple angles and a more realistic picture of the law’s effectiveness.” We agreed.

An Extraordinary Showcase
As Amy Emerson, head of Cornell University Law Library’s Access Services and foreign and international law specialist, as well as the contest’s organizer, stated: “In a world where practical skills are more important than ever, this award strengthens education at Cornell Law by encouraging students to refine their research skills beyond ordinary proficiency to their personal best.”

The entries were fascinating, and the judges were educated about a wide range of topics. The research lessons that the students reported in their abstracts show that the art of research is alive and well.

The contest’s only drawback was the time crunch for reviewing the papers between the end of the semester and the end of finals. But the time and effort were worthwhile in that the contest provided positive public relations for the library and, most importantly, a showcase for extraordinary student research.

Jean M. Callihan

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Jean M. Callihan (jc374@cornell.edu) is head of research services and lecturer in law at Cornell University Law Library in Ithaca, New York.
A: You’re preaching to the choir; we have had a somewhat similar experience at my library, and I’m sure you and I aren’t alone. At my library, we have an elaborate checklist that is covered during the orientation of new staff members. Some of the items are merely informational and others are more substantive. The new hire spends a bit of time with almost every library staff member in order to grasp an overview of policies and procedures. At the conclusion of this process, the new hire signs the checklist, acknowledging that all the steps have been completed. No method is fail safe, and it became apparent that neither I nor anyone else had actually defined the specific, day-to-day work hours of our new librarian. Fortunately, this omission surfaced fairly quickly. I spoke with him, apologized for not addressing this issue sooner, and explained what was needed. Our new librarian was both flexible and forgiving, and everything was resolved with a brief, direct conversation. Fortunately, as librarians, we’ve had to become quick learners.

Even though six months have passed, you need to address the same issue. Fess up. It was an oversight but hopefully one that can be resolved quickly. To paraphrase the late Barbara Woodhouse, there are no difficult dogs; there are only busy, distracted, supervising librarians.

We’re fortunate in our profession to be able to tap into the experiences and expertise of our colleagues. I always like to consult another librarian who can appraise the situation with fresh eyes. I’ve asked my longtime friend, Christine Graesser, for advice. Chris is the legislative librarian at the Connecticut Legislative Library in Hartford. She has served as a member of the AALL Executive Board, chair of the Private Law Libraries Special Interest Section, chair of the Committee on Relations with Information Vendors, and has worked in both court and private law libraries. In her various roles, Chris has interacted with librarians from many types of libraries.

According to Chris: "A good supervisor makes a conscious effort to break away from his or her own state of mind and remember what it was like to start a new position. What did you wish you had been taught, and how can you use your experience to make this new librarian’s training more effective? Think beyond the details and consider the approach.

"Perhaps the largest barrier to addressing gaps in training is the desire to maintain the facade that as a supervisor, you don’t make mistakes. But ignoring the obvious does not make the problem go away. In fact, it is more effective to acknowledge to our employees that not only does everyone make mistakes but learning from mistakes is an essential part of the process of becoming an excellent librarian."

I appreciate Chris’ perspective and agree with her advice.

You need to schedule time to speak with your new librarian. Before that meeting occurs, take Chris’ suggestions and think back on what you would have liked to have been told when you were new to the job. Combine that with a list of what you thought you had covered, meant to cover, and should have covered. When you meet with your new employee, apologize for your shortcomings and let him know how much you appreciate his willingness to step in during a busy, chaotic time. Don’t dwell on the bad working habits. These may be “small picture” matters that can be dealt with one at a time. Instead, let your employee know what he is doing well. Explain that you had hoped things would have settled down sooner and you would have been able to spend more time orienting him. (This, by the way, is an illusion that all of us librarians share. Things rarely settle down.) Then try to start over with a new slate. Don’t expect to cover everything in one meeting. Think about setting up a weekly meeting, even if it is only for 15 minutes. Get it on your schedule. Keep the conversation alive. As you go forward, try to speak in a positive manner rather than a negative one. For example, when providing specific instructions, say something like “please remember to do XYZ,” as opposed to “don’t forget to do XYZ.” As you two develop a relationship, it may happen that your new librarian has some innovative thoughts on how the established routines can be improved.

If anyone else has ideas, please feel free to share them with us. Best wishes.

Susan Catterall (scatterall@charlottelaw.edu) is reference librarian at the Charlotte School of Law in North Carolina.

Are you in a sticky situation with a colleague? Looking for ways to discuss advancement with your supervisor? Send your questions to columnist Susan Catterall at scatterall@charlottelaw.edu.

Next Month in Spectrum

Here’s a taste of what you can look forward to in the May issue of Spectrum:

• AALL Spectrum’s 12th annual Architecture Series

• How to implement an electronic resource management software program in the law firm environment

• More things to do, see, and—especially—eat in Boston during the 2012 Annual Meeting

• The steps to obtaining loan forgiveness
announcements

Seeking Nominations for the 2012 Roy M. Mersky Spirit of Law Librarianship Award for Public Service

Each year, the Roy M. Mersky Spirit of Law Librarianship Award for Public Service Committee honors one law librarian or law library organization for service to the community. Please help recognize law librarians by nominating a worthy individual who has made a meaningful contribution to a social or charitable cause or concern. A review of past award recipients shows the variety of charitable work that may be recognized.

The award, established in 1991 by Roy M. Mersky, former director of Tarlton Law Library at the University of Texas at Austin School of Law, and Richard Leiter, director of the Schmid Law Library at the University of Nebraska, was created to give special recognition to individual law librarians who might not otherwise be recognized by their peers for their important work. Mersky and Leiter established the award in lieu of accepting royalties from their book, The Spirit of Law Librarianship, published in 1991 by the Fred B. Rothman Company (now a division of William S. Hein & Co. Inc.). The second edition was published in the spring of 2004 by Alert Publications, Inc.

Award recipients are selected from nominations submitted to the Award Selection Committee, which consists of Professor Leiter; Donna M. Tuke, publisher at Alert Publications; Dick Spinelli, senior vice president of Wm. S. Hein & Co.; and Professor Barbara Bintliff, director of Tarlton Law Library.

The award will be presented at a reception during the 2012 AALL Annual Meeting in Boston.

An award will be given only when an outstanding individual is nominated.

The deadline for nominations is June 1. Please mail nominations to Professor Richard Leiter, Schmid Law Library, University of Nebraska College of Law, Lincoln, NE 68583-0902; email rleiter@unl.edu; call 402/472-5737; or fax 402/472-8260. For a list of previous award winners and more information about the Roy M. Mersky Spirit of Law Librarianship Award for Public Service Foundation, please visit tarlton.law.utexas.edu/slla/index.html.

announcements

It’s Time to Renew Your AALL Membership

Renew early for a chance to win a free 2012 AALL Annual Meeting registration.

On March 15, AALL dues invoices for 2012-2013 were mailed to all library directors for their institutionally paid memberships and to all other individual members. The deadline for membership renewal is May 31.

When you renew early—by May 1—you will be entered in a drawing for a free 2012 AALL Annual Meeting and Conference registration. If you renew on time—by May 31—you’ll be entered in a drawing for a free AALL webinar of your choice in 2012-2013.

Following is the 2012 membership renewal schedule:

March 15: First dues invoices mailed out

May: Second dues invoices mailed out

June: Third dues invoices mailed out

July: Expiration notices emailed to all members—individuals and those paid by institutions

August 1: Expired members deleted from the AALL membership database and access to the AALLNET members-only content and Law Library Journal and AALL Spectrum subscriptions discontinued.

For more information or to renew your membership online, visit www.aall.org/join. If you have any questions about your membership renewal, contact AALL Headquarters at membership@aall.org or 312/205-8022.

memorials

AALL Spectrum has been advised of the deaths of Richard Barrows and Felice Sacks.

Mr. Barrows was chief librarian for the Navy Department until he retired in 1988. He was born in Brookline, Massachusetts; graduated from Harvard Law School in 1948; and served in the Navy in the Atlantic and Pacific during World War II. Before moving to the Washington area in 1960, Mr. Barrows was assistant professor of law and law librarian at Montana State University at Missoula. He began working for the Navy Department in 1961 and in the course of his career helped bring computers to the Navy Department’s law library. He was president of his local chapter of AALL, from 1964-1966. He passed away January 27 at the age of 91.

Ms. Sacks recently celebrated her fifth anniversary as director of library services at Lionel Sawyer & Collins in Las Vegas. Her career also included past positions as the head librarian of the Environmental Protection Agency’s Superfund collection; database trainer for Congressional Quarterly, Inc.; manager of research services at Wilmer Cutler Pickering Hale and Dorr LLP; and library director at the Pension Benefit Guaranty Corporation. In 1999, she received an AALL Excellence in Marketing Award for Best Newsletter for Cyberlinks, created by Sacks and the library staff at Wilmer Cutler Pickering Hale and Dorr.

AALL Spectrum carries brief announcements of members’ deaths in the “Memorials” column. Traditional memorials should be submitted to Janet Sinder at Law Library Journal; University of Maryland at Baltimore, Thurgood Marshall Law Library, 501 W. Fayette Street, Baltimore, MD 21201-1768 or emailed to jsinder@law.umaryland.edu.

AALL Spectrum • April 2012
Letters to the Editor

Terrific article by Judge Thomas, and I applaud her following through on her commitment to write it. I’ve worked in public libraries and Thomas’ stories made me chuckle and reflect. Her move to the bench is its gain but our profession’s loss. Use the gavel judiciously!

David Proctor, director of the Research & Information Center at Ballard Spahr LLP in Philadelphia

Following is a letter from the Library of Congress noting discrepancies in AALL Spectrum’s November 2011 article “RDA: What Does It Have to Do with Me?”

On page 25 in the box at bottom right, it states “…the RDA Toolkit, available from the Library of Congress at …” It should say “…the RDA Toolkit, available from ALA Publishing at …”. This is not a product of the Library of Congress.

There are also several other pieces of misinformation:

On page 25, when listing the former rules, AACR2 from 1988-1998 is omitted.

On page 26, the final column says “Edition numbering will be spelled out . . . .” This is incorrect, as it is transcribed data (like the edition statement above) and should follow how it is presented on the item at hand. So if it is found abbreviated, it should stay abbreviated.

In the same column, with the examples for dates for personal names, it is not at all clear what is being demonstrated, as they cannot all apply to one person.

In the same column, there is some misinformation about what LC has decided; the first bullet says “…do not use the term ‘born’ with the date.” RDA does not tell you to use “born.” Nor does it tell you to use “died”—it leaves that up to the cataloger or the system to display the element for date of birth and date of death. LC is following RDA to give the birth and death dates when they are readily available. We just made a decision to continue our practice of using a hyphen to separate a birth date from a death date or to use a hyphen after a birth date or before a death date when they are alone.

On page 27 in the middle column, for ISBD punctuation—RDA Appendix D shows how all of the ISBD punctuation can be included in the descriptions. The Library of Congress has a Library of Congress Policy Statement to clarify for our catalogers that we will continue to provide ISBD punctuation because current MARC format is not granular enough to capture the specific RDA elements that can be delineated using ISBD punctuation.

In the same column, “Provider-neutral …” says they are incompatible with RDA, but this is not true, and LC will continue to use provider-neutral RDA records.

In the same column, the declaration that “There will be a huge impact on authority work because RDA will mostly use ‘what you see’ on the item.” There indeed will be an impact on authority work to fix the retrospective databases, but the Program for Cooperative Cataloging is working on plans to do that maintenance before we fully implement RDA. The initial discoveries show 95 percent of current records in the LCNAF can be used with RDA. The instructions for preferred names more typically have to do with discovering the commonly known form of name—using “what you see” is for the transcribed data, not for the authorized access points.

I do hope the authors of this article can be informed of these errors so they can correct them for any future presentations or articles they may write. I also hope your readers can be informed of these errors, so they do not perpetuate such misinformation.

Barbara B. Tillett, chief of the Policy and Standards Division of the Library of Congress

“No,” I said. “I’m a cataloger.”

You see, for the well-deserved love letter to librarians that Ms. Johnson’s book is, cataloging received only this brief mention on page 251: “The cataloging business, for instance — oh, the cataloging books that littered my house . . . .” That part of librarianship seemed so bloodless, but an awful lot of metaphorical blood was being shed.

Marilyn Johnson asked if I wanted to know the real story behind that.

“Of course,” I responded with excitement.

You went on to tell me that she went all the way to the Library of Congress and shadowed someone from the Standards Office. She tried so hard to follow what was going on. She studied cataloging books and articles in her room at night. But, try as she did, she couldn’t understand a single thing being said around her during those days! Ultimately, she couldn’t make sense out of enough information to write about it!

I just had to laugh. “Ms. Johnson, we need interpreters to understand what LC wants us to know. No wonder it didn’t make sense to you. Please, if you ever have the opportunity to write about librarians again, let me introduce you to a room FULL of charming, funny, talented, knowledgeable catalogers who will be delighted to share the fire in their hearts for their work with you!”

—-
What three apps would you recommend to a colleague?

First, I love, love, love the Attendance app. It allows me to mark students who are absent from my classes via my phone and store the attendance record on a spreadsheet in Google Docs. It makes me look hip and techie in front of my students. Second, since I’ve become middle aged, I find it more and more difficult to see menus in dark bars and restaurants, thus a flashlight app has become essential. Third, the Bars & Clubs app because you never know when you'll need a cocktail in an unfamiliar city. This app finds the nearest watering hole in a jiffy.

—Ron Wheeler, director of the law library and associate professor of law at University of San Francisco School of Law Dorraine Zief Law Library

These are not your traditional work apps, but I have found them very useful in my daily librarian life. They are also all available for Android and Apple.

TuneIn Radio: Allows users to listen to local radio channels. Great for relocated librarians longing for their former NPR, talk, or sports radio stations.

The Weather Channel: Provides current and projected weather conditions, which is helpful when your windowless library doubles as a storm shelter during inclement weather conditions.

ESPN ScoreCenter: Definitely not library-related, but it is incredibly useful for making small talk with students, faculty, and staff about local sports scores and news.

—Austin M. Williams, reference/student services librarian at Georgia State University College of Law Library in Atlanta

Flipboard—The social magazine for iPads and iPhones is a great app to access and read in one place all of my social network posts and news, such as Facebook, Twitter, and Linkedin, as well as articles related to technology, news, and business. This app really brings the graphical and video components of social networking front and center.

Zite—A personalized magazine app that gets smarter as you use it. You can thumbs up or down articles to indicate which you would like more or less of. You have the ability to share content by tweeting/posting links to articles of interest or simply email links. There are specialized topics such as librarianship, knowledge management, law, and technology in addition to a host of other general topics. I use this app to tweet articles of interest to @PrivateLawLibs.

PressReader—It is the only application that lets you read a growing list of over 2,000 full-content newspapers from 95 countries in 51 languages available through the world’s largest online newspaper and magazine kiosk.

—Steven A. Lastres, director of library and knowledge management at Debevoise & Plimpton LLP, New York

One for productivity: Dropbox is a great app that allows you to keep all of your important files with you anywhere you go. Dropbox automatically syncs your files no matter what device you are using to work on them—from work, home, or phone. Even better, it is free and also allows you to access your files from its web platform.

One to help you get through the workday: The Starbucks app makes going to Starbucks even more fun. Just pick up a gift card the next time you go to Starbucks and register it through the app. Then you’ll be able to pay with the barcode on your phone, and you can simultaneously accrue great Starbucks rewards along the way.

And one to keep life interesting: This American Life, the weekly NPR show that covers all of life’s interesting nuances, has an app that allows you to listen to any show from its archive. You can even download one show at a time for offline listening on your commute to work!

—Janet M. Hager, reference librarian at Keller and Heckman LLP in Washington, D.C.

NetNewsWire for keeping up to date with your Google Reader feeds; Swackett, the most interesting weather app you’ll find; and Words with Friends, an addicting Scrabble-like game that will keep you entertained for hours.

—Mari Cheney, reference librarian at Paul L. Boley Law Library in Portland, Oregon

Respondents also recommended these apps:

Dictionary.com
Evernote
Flickr
GoodReader
Goodreads
iThoughtsHD
Latham & Watkins’ Book of Jargon
LogMeIn
Many law libraries have interesting or dramatic views of cityscapes, mountain ranges, or beautiful vistas. Others boast amazing interiors, sparkling facades, or artful landscaping. What views of your library are meaningful to you? Whether it’s the atmosphere surrounding your reference desk or a moment captured on your morning commute, this is your chance to share it with AALL.

In order to be publishable, pictures must be of relatively high quality. Although we can work with a print, digital submissions are better. Digital submissions must be high-resolution (300 dpi). Depending on the number of submissions received, we will publish one or two photos in each issue of Spectrum and post them on AALLNET. 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, contact AALL Marketing and Communications Manager Ashley St. John at astjohn@aall.org.

View of Church of the Gesu and Johnston Hall looking north from the Ray & Kay Eckstein Law Library at Marquette University Law School in Milwaukee. Photo by Jim Mumm, copyright/millennium librarian.

A view at dusk of Griffin Hall, the home of the College of Informatics, from the Salmon P. Chase College of Law Library at Northern Kentucky University in Highland Heights. The back of the statue of a young Abraham Lincoln can be seen at the bottom of the photo. Photo by Tom Heard, associate director for information technology.
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Member’s Briefing

Mission: Possible . . . AALL Representatives Forge Active Connections with Partner Organizations

By Sally Holterhoff

Although movie character Ethan Hunt (played by Tom Cruise) works for the Impossible Mission Force rather than a law library association, he has a few things in common with the representatives sent forth by AALL to certain outside organizations. Hunt operates in far different venues, but his success is based on some of the same traits that make up a good AALL representative. He understands and focuses on the mission he’s been given, he recognizes and takes advantage of opportunities, and he is skilled at gathering and sharing key details. He works well with a team, takes chances, and is an active participant. He even finds time for an occasional bit of fun.

AALL representatives are agents with missions, but they definitely don’t work undercover—visibility is part of their purpose. Each one agrees to undertake an assignment that advances the interests of the Association and its members. He or she creates and carries out an annual plan of activities, venturing forth to gather information, advance AALL’s Strategic Directions, and enhance the standing of law librarians.

Since AALL’s founding in 1906, its members and leaders have recognized that one method to achieve the Association’s goals is to establish contact with outside legal and information organizations whose interests are relevant to those of AALL. A strong program of outreach to other organizations is authorized under the AALL bylaws. As Article IX, Section 6, states: “Association representatives to other organizations, agencies, joint boards, and joint committees and to meetings of other associations shall be appointed by the President or Vice President/President-Elect and shall report in the manner as set forth in section 5,” (i.e., filing an annual report).

A statement of purpose for the representatives program is included with the current roster of representatives (www.aallnet.org/main-menu/Leadership-Governance/representatives/representative roster.pdf). By appointing an official representative to a related legal or information organization, AALL formalizes a relationship with that “partner” group, facilitating communication of the needs, goals, and thinking of law librarians to stakeholders whose activities and policies could affect AALL members. By creating a link to counterpart organizations whose interests dovetail with ours, we also set up opportunities for our representatives to discover relevant information about the needs of those organizations and communicate the information back to AALL.

Decisions on the creation or continuation of a representation are the responsibility of the AALL Executive Board. There are many organizations to which AALL could send a representative, and the board must balance the number of potentially beneficial representations with strategic planning goals and financial/budgetary concerns. The standard term for a representative is three years. A representative receives the funding required to interact with the organization to which he or she is assigned. The number of representatives has fluctuated through the years. Sometimes representations have been eliminated because of budgetary constraints or diminished effectiveness or lack of meaningful activity that has occurred over time. This is usually done on the advice of the representative or an AALL entity that has been involved with the representation. Sometimes an alternative representation is suggested. Occasionally, a temporary representative position is created just for the duration of a particular project.

Did You Know . . . AALL has Member Representatives to Many Organizations?

Although I was a member of AALL before I was elected to the Executive Board, I was unaware that we have members who represent us to many affiliated law and/or legal organizations. AALL covers their expenses to travel to the various annual meetings and represent law librarian concerns to their members and leadership. Often, our members are appointed to committees of those groups. Additionally, our representatives return to us and share what they have learned at those meetings. Both sides benefit from this cross-pollination of ideas, issues, and knowledge. This AALL outreach keeps our membership connected beyond the law librarian profession. Indeed, as our members’ work increasingly takes them outside the four walls of their libraries, whether those are at law firms, law schools, or courts, our Association must also extend its work beyond the confines of our profession. I am grateful to the AALL representatives, past and present, who have agreed to take time away from their work to represent AALL in this very important role.

This month’s Members’ Briefing is written by Sally Holterhoff, one such representative. She is our very new representative to the International Federation of Library Associations (IFLA). Sally travels annually to the IFLA meeting and represents us, in particular, as a member of the Section on Law Libraries. As a past president of AALL, she can bring her vast knowledge of how an association works to the work of IFLA. In order to better report back to AALL, Sally has joined the FCIL-SIS and has already co-authored an article for its newsletter about the IFLA meeting last August.

In this Members’ Briefing, Sally gives some history about the representative program, as well as comments from current representatives. I hope you enjoy learning more about this very important AALL program.

Darcy Kirk
AALL President, 2011-2012
Through the years, AALL has periodically reassessed and fine-tuned its representatives program (see “Milestones in the AALL Representatives Program” on page 4). The role of representative has come to be viewed as much more proactive. As stated in the 1996 Final Report of the AALL Task Force on Strategic Partnerships, “All representatives of AALL . . . must see themselves not only as conduits of information between AALL and other groups, but in entrepreneurial terms, alert to opportunities for the Association to work with those groups to fulfill AALL goals and objectives.” Periodic reviews of AALL representations (by the Executive Board or a special committee or task force assigned to the task) have also assessed their effectiveness and considered how best to prepare and support individuals serving in these roles.

As the word cloud below reminds us, many terms are associated with the mission and work of AALL representatives. In her first “From the President” column (www.aallnet.org/main-menu/Publications/spectrum/Vol-16/No-1/pres.pdf), Darcy Kirk highlighted the work of AALL’s representatives to outside groups as one of the opportunities available for the Association in the year ahead: “Some of our members will represent AALL at meetings of other related organizations. Those AALL representatives will bring word of what AALL is doing to those groups and will share what they learned with us.”

What milestones have there been in the development of the Representatives Program through the years?

What do current representatives have to say about their work?

As it happens, the major aspects of an AALL representative’s work can be seen to fall into three categories, corresponding to the 2012 Annual Meeting theme: “Learn, Connect, Grow.”

Learn . . .

Before being appointed, an AALL member who serves as a representative has usually amassed years of knowledge and experience. Some representations can be described as “working representations,” for which AALL members are appointed by the incoming president, based on their expertise related to the partner organization (for example, experience with law cataloging, public relations, or library science education). Being selected to serve in this capacity is an honor and a responsibility. Besides the substantial qualifications that led to their selection, these representatives also have the opportunity for personal and professional growth as they carry out their duties, usually over a three-year term.

A second type of representation is designated for certain AALL leaders on the basis of their position and experience within the Association. They serve as designated representatives or ambassadors to the top level of certain important national and international organizations in the legal and information communities. Most of these ambassador-type representations are assigned to the AALL president, who serves in the role for one year. While such representations might be considered ceremonial, in fact they often open doors to joint projects and increased cooperation.

In addition, the director of the Government Relations Office is the AALL-designated representative to several outside groups with a governmental or advocacy focus. Regardless of a representative’s background and path to selection, he or she must do considerable “homework” in order to represent AALL to an outside entity. Representatives are required to prepare an annual plan that includes goals and objectives for the year, the name of a primary contact with the outside organization, information on AALL entities (SISs or committees) with which this representation has a liaison function, and a description of resources required. Representatives are also responsible for submitting an annual budget request. Besides these stated requirements, representatives typically do a good deal of reading and research about the organization and its issues. In many cases, they must make plans to attend a conference of their assigned group. They also identify and make contact with appropriate people in the outside organization, establishing or renewing relationships. They need to develop an understanding of both their own charge from AALL and the mission of the outside entity. They need to consider how (or whether) AALL might collaborate with or influence this group.

Before the current AALL representatives to American Library Association committees on cataloging and subject analysis (John Hostage, Ellen McGrath, and Patricia Sayre-McCoy) attended the ALA Midwinter 2012 meeting in Dallas in January, they were busy reading and studying proposals about such things as RDA (Resource Description and Access). This year, in preparation for my first International Federation of Library Associations and Institutions (IFLA) conference as AALL representative, I reviewed the history of the IFLA Section on Law Libraries and the instrumental role of AALL leadership in its establishment, as well as contacted various key players—all well in advance of my August trip to Puerto Rico.

Connect . . .

Making connections is essential to the work of an AALL representative. This includes attending and participating in meetings, interacting with colleagues, and communicating both beforehand and afterward with entities within AALL who have a particular interest in the work of the outside organization. Despite technology-enabled means to share information, the personal touch is still important. Regular contact makes it more likely that AALL will be consulted when an important issue that matters to us arises or a new activity of interest to us begins.

For a closer look at the AALL Representatives Program and the opportunities it offers, this Briefing will explore three main topics:

What’s involved in the work of AALL representatives and how do their efforts benefit the rest of us?
Activities expected of AALL representatives vary depending on their assigned group. Some may take part in frequent conference calls or working group meetings throughout the year. Efforts of others are concentrated on a single annual meeting, where they find themselves representing the interests of law librarians in a friendly but unfamiliar forum—engaging in conversations, observing, evaluating, and interpreting—and afterward reporting to AALL what they have learned. Representatives also monitor the organization’s publications and website in order to keep AALL informed about the activities of the partner organization and the issues it faces. Each representative must submit an annual report to the AALL Executive Board, explaining what he or she has done on behalf of AALL and how the Association is benefiting from the representation.

Representatives also report back to appropriate AALL SISs or committees. For example, the Technical Services SIS (TS-SIS) webpage gives a prominent position to representative reports on developments at each year’s ALA midwinter and annual meetings (www.aallnet.org/sis/tsisis/representatives/). Representatives are encouraged to submit updates and reports to member publications of AALL and its SISs or committees, as appropriate. In PLL Perspectives, the newsletter of the Private Law Libraries SIS (PLL-SIS), Monice M. Kaczorowski (AALL representative to the Association of Legal Administrators) provided a report on her visit to ALA headquarters during Professional Legal Management Week in 2010 (www.aallnet.org/sis/pllis/newslett/Spring 11.pdf, page 7).

Grow . . .

AALL representations have a proven track record of producing results. Representatives return from attending conferences of other groups with new knowledge and contacts, which can create renewed momentum for AALL. They work to build relationships, create goodwill, promote the interests of law libraries, identify possible collaborations, explore common ground, and share valuable insights. Representatives are encouraged to write for partner publications. This suggestion has been followed quite successfully by Kaczorowski. Following the 2011 PLL Summit, “Change as Action,” she and co-author Lyn Warmath wrote an article that ended up being published in print and online in the next issue of ALA News (www.alanet.org/publications/issue/augsepi1_an/ALAN-AugSept11-Share.pdf). Their message about the new roles that law librarians are playing in the changing law firm environment thus reached an audience of thousands of law firm administrators.

Representatives are also encouraged to develop programs or workshops on topics relating to the purpose of their representation, either for presentation at the AALL Annual Meeting or at a meeting of the outside group to which they are assigned. Joan Bellistri, AALL representative to the National Center for State Courts, is working to develop a program for the eCourts 2012 Conference next December on the topics of authentication and the Uniform Electronic Legal Material Act (UELMA). Bellistri is working on this program proposal with Tina Ching, chair of the AALL Digital Access to Legal Information Committee.

These are just two examples of exciting things that can happen when the efforts of AALL representatives begin to grow and flourish. There are many more examples, large and small, of the benefits of AALL sending representatives out into the larger world of legal, library, and information organizations. Representatives serve their terms and step down, to be replaced by new individuals—but the work goes on. The Association owes a debt of gratitude to the many members who have followed their mission to represent AALL to the outside world through our history of more than 100 years, acting as our ambassadors, envoy, diplomats, reporters, scouts, and agents. Quite an assignment—even Ethan Hunt should be impressed!

Sally Holterhoff (sally.holterhoff@valpo.edu) is government information/reference librarian and associate professor of law librarianship at Valparaiso University Law School in Valparaiso, Indiana.

Keeping up with AALL’s Representatives . . .

AALL currently supports official representations to 24 outside entities. AALL’s current president represents the Association to seven national and international organizations. The vice president has one representative assignment, and the director of the Government Relations Office has four. Representatives to the other 12 organizations on the current list are appointed by the incoming president, usually for a term of three years.

Individual representatives have or are working to develop special ties with certain AALL SISs, committees, and caucuses, including TS-SIS; PLL-SIS; Foreign, Comparative and International Law SIS; State, Court, and County Law Libraries SIS; Legal Information Services to the Public SIS; Academic Law Libraries SIS; the Digital Access to Legal Information Committee; the Recruitment to Law Librarianship Committee; the Conference on Law Library Educators; and the Publishing Initiatives Caucus.

Information about the activities and plans of current and past AALL representatives can be located easily on AALLNET at www.aallnet.org/main-menu/Leadership-Governance/representatives. Also available there is a list of the organizations to which AALL has a representative, with links to their websites.

Work of AALL representatives has been featured in some recent articles in AALL Spectrum, including “Partnering with ALA to Raise the Profile of Law Librarians” by Monice M. Kaczorowski (www.aallnet.org/main-menu/Publications/spectrum/Vol-16/No-3/ala.pdf and “Partners in Law” by Meg Butler (www.aallnet.org/main-menu/Publications/spectrum/Archives/Vol-13/pub_sp0902/pub-sp0902-partners.pdf).
Milestones in the AALL Representatives Program

In 1907, A.J. Small, the Association’s first president, began the practice of designating representatives to outside groups by appointing several AALL members to confer with the Librarian of Congress on cooperative projects such as the publishing of reference lists and cataloging cards.

In 1989, AALL’s Special Committee on Organizational Structure, chaired by Kay Todd, was asked to review, among other issues, the Association’s representatives and their work. The committee recommended an improved representational structure between AALL and other groups, including new procedures for representatives and development of a handbook for representatives (which was created in 1990 by a special committee chaired by Barbara Bintliff).

In 1996, the Task Force on Strategic Partnerships, chaired by Richard Danner, reported on AALL’s representative relationships with other organizations in the legal and information communities, particularly those in the category of “working group” representations, in light of their value as strategic partnerships. The task force made some recommendations for a more proactive role for representatives and for enhanced reporting and review of their work.

In 2007, an Executive Board Task Force on AALL Representation to Other Organizations, chaired by Kathie Sullivan, reviewed the effectiveness of AALL representations to outside entities, now considered to be “stakeholder organizations” whose activities and policies affect AALL and its members. Task force recommendations approved by the board resulted in the establishment of new representations to five organizations (Association of Legal Administrators, Center for Computer-Assisted Legal Instruction, Legal Marketing Association, Special Libraries Association Legal Division, and the Self-Represented Litigation Network). Also implemented: more prominent placement on AALLNET for information about the work of representatives and more direct liaison relationships and communication for representatives with appropriate SISs and other AALL entities.

What AALL Representatives Are Saying about Their Work . . .

“My participation in NCSC on behalf of AALL provides a venue for advocating for law libraries and an educational forum where members can learn about new court developments.”

–Joan Bellistri, representative to National Center for State Courts

“Law librarians have a vital interest in making sure that new cataloging rules and communications formats being developed allow for proper description of and access to legal materials. Studying proposed changes and providing input based on my experience and expertise as a law cataloger is important. So is bringing information back to AALL members to help them plan for upcoming changes.”

–Patricia Sayre-McCoy, representative to American Library Association, Machine-Readable Bibliographic Information Committee

“In recent years, law firm marketing departments have been working more closely with firm librarians. However, in some cases, they have become competitors. I believe that a strong relationship between law librarians and marketing professionals could lead to a greater synergy between the two groups.”

–Karen Brunner, representative to the Legal Marketing Association

“The greatest accomplishment of the partnership between AALL and CALI has been the tremendous growth in the number of high-quality legal research lessons authored by law librarians and added to the CALI library.”

–Kristina L. Niedringhaus, representative to Center for Computer-Assisted Legal Instruction

“It is valuable to the AALL membership that open lines of communication are maintained with the SLA Legal Division and that opportunities for collaboration are explored.”

–Denise Pagh, representative to Special Libraries Association, Legal Division

“LIPA’s objectives directly support the value of ‘equitable and permanent access to legal information’ as stated in AALL’s Strategic Directions 2010-2013. My role as representative is to keep AALL members informed and to remind LIPA of the role that AALL plays in many other ways that impact the preservation of legal information.”

–Gail Warren, representative to the Legal Information Preservation Alliance

“As new cataloging standards are developed, it is important for the views of law catalogers to be considered. Instructions in RDA need to be revised for cataloging of legal works. My proposal for a revision to RDA concerning court reports has been accepted, and I’ve been asked to address other issues that might relate to law cataloging.”

–John Hostage, representative to American Library Association Committee on Cataloging: Description and Access

“By getting to know our legal administrator colleagues and educating them about who we are, we can raise the profile of law librarians and help law firms understand the value we can bring to their organizations. My liaison position is the perfect way to understand what the leaders in our firms and corporate legal departments are facing.”

–Monice M. Kaczorowski, representative to the Association of Legal Administrators

“Attending the 2012 ALISE conference as AALL representative led me to many interesting conversations with other library and information science (LIS) educators about the focus and curriculum for law librarianship offered in their individual programs, which vary across the country. These conversations will help me to connect LIS faculty and administrators with AALL members who serve as adjunct faculty or professionals in their local communities and could lead to possible internships, placement opportunities, grant partnerships, or research studies.”

–Yvonne Chandler, representative to the Association for Library and Information Science Education