In This Issue

27 A law firm’s experience with its new legal intelligence platform

32 Law library depositories: the next 200 years

35 Day trips to make while visiting San Antonio for the 2014 Annual Meeting

Spectrum's 14th Annual Architecture Series
Reason #3 to use new PeopleMap on WestlawNext:

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AALL Spectrum®

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What Are You Doing This Weekend?

By Catherine A. Lemmer

I n 1829, Supreme Court Justice Joseph Story wrote, “The law is a jealous mistress and requires a long and constant courtship. It is not to be won by trifling favors, but by lavish homage.” This statement still resonates with those of us working in legal environments in which expectations for 24/7 professional access blur the borders of our careers and personal lives. We carry company devices; respond to email queries and student questions on the weekends; research and write professional literature when possible; and attend firm, office, and university events in the evenings. Is it any wonder that we inwardly cringe when a boss or colleague asks, “What are you doing this weekend?”

At the same time, we know that many, if not most, interactions with colleagues outside of the office either are or have the potential to be very gratifying. In this issue of Spectrum, the Member to Member question asked AALL members to share a memorable experience with a colleague that occurred outside of the office. The responses are as varied as AALL’s membership. Despite the variety of answers, the common theme that emerges is that activities outside of the office create better working relationships. Meeting and engaging with colleagues in an environment other than the workplace creates opportunities to learn about and better understand each other. This, in turn, leads to more successful workplace collaborations.

I, too, recently had an experience with a similar conclusion that I could have easily shared in response to the Member to Member question. My boss here at the LRC stopped me in the hallway and asked, “What are you doing this weekend?” She wanted to get together to discuss a report I had prepared. She also expressed that, “It would be a shame for anyone to come all the way to South Africa and not see Mpumalanga.” I was a bit startled when she continued with, “I’ll pick you up at 5 a.m. on Saturday and we can talk about the report on the way.” Long story short, we did discuss the report and other work-related issues as we spent the day visiting Kruger National Park. I saw elephants, rhinos, baboons, and a stunning stand-off between a herd of zebras and a pack of wild dogs. More importantly, I learned about her and her expectations and goals for the organization. Similarly, I shared my professional goals and received some advice.

I am not suggesting that every opportunity to spend time outside the office with a co-worker will come with such fascinating scenery and terrific results. It is the case, however, that these are opportunities worth pursuing as they will engender a more successful working relationship that will serve your organization well.

So, how can we get past the “cringe” factor of feeling obligated to accept these invitations and reach a positive outcome for having done so? Without assuming that I have all the answers on this topic, I do have a few thoughts to share. First, whether the invitee or the invitee, all participants need to remember that there are appropriate roles and boundaries. It is also important to respect and be tolerant of the needs and comfort levels of colleagues. Observe preferences, solicit feedback, and adjust as needed. If you issue invitations and are declined, reevaluate the event and the setting. Maybe it isn’t the after-work gathering time that is challenging but rather the location at which it is being held or the food that is being served. If, as a manager, your goal is to offer a social opportunity that builds trust and collegiality among your team, make sure everyone is going to be comfortable in the setting you choose.

As invitees, be genuine and keep an open mind when you receive an invitation. As my experience above suggests, first impressions can be deceiving. That being said, being genuine might also require that you decline an invitation for reasons that might not be apparent to the person who has extended it. If you don’t like rugby or horse races, don’t feel pressured to accept. Instead, graciously acknowledge the invite and offer an alternative for another time. Your colleague and you want the same result, so get there by acknowledging that there might be better ways to get there!

The upcoming AALL Annual Meeting in San Antonio should provide any number of opportunities to get to know your colleagues better. I look forward to seeing you there!
08  Public Relations: How Do You Library?
A comparison of the marketing techniques of Florida law school libraries
By Shira Megerman

11  Spectrum’s 14th Annual Architecture Series

12  A Home for Library
Irell & Manella resizes and relocates
By Marissa Andrea

14  Moving on Up: To a Deluxe Library in the Sky
Charlotte School of Law Library moves into a new, tailored space
By Ashley Moyo, Trippodo, Erica Tyler, and Kim Allman

17  Linchpin of the Law School
The University of California, Irvine School of Law Library expands and improves
By Jessica Wimer

20  Collaborative Spaces
UNT | Dallas College of Law prepares to welcome its inaugural class
By Ginger B. Fearey

23  Long-Distance Connection
Thomas M. Cooley Law School’s new Florida campus and law library
By Duane Strojny and Bryan van Pottelsberghe

25  What Does Public Access Look Like?
The Los Angeles Law Library Undergoes a Dramatic Transformation
By Sandra J. Levin and Jaye Steinbrick

27  The Tip of the Iceberg
Legal intelligence platform delivers “Insights”
By Jeffrey A. Bois

32  Law Library Depositories: the Next 200 Years
Part of our ability to positively shape government information policy lies in our participation in the FDLP
By Peggy Roebuck Jarrett and Susan Lyons

35  Beyond Our Boundaries
Quick day trips to take while visiting San Antonio
By Stacy Fowler and Liana Morales

38  Yin & Yang in Legal Research Instruction
Finding the balance between tradition and technology
By Michelle Hook Dewey and Heather J. E. Simmons

Correction: In the March issue of Spectrum, in “Law Librarians on the Depository Library Council to the Public Printer” by Charlene Cain, Peggy Jarrett was inadvertently left off the list of librarians who have served on both the DLC and the AALL Government Relations Committee. AALL Spectrum apologies for this omission.

Cover photo courtesy of Douglas H. Kim/Irell & Manella LLP.
COLUMNS

From the Editor 01
From the President 04
Washington Brief 05
From the Treasurer 06
The Reference Desk 42
The Sustainable Law Librarian 44

DEPARTMENTS

Member to Member 40
Memorials 41
Views from You inside back cover

ANNOUNCEMENTS

Renew Your AALL Membership Early for a Chance to Win a Free Annual Meeting Registration 41
Next month in Spectrum 41
Get a Free Year of AALL Membership with Nonmember Annual Meeting Registration 43
Get Acquainted with AALL—Attend CONELL at the Annual Meeting 44

CENTER INSERT

The CRIV Sheet

AD INDEX

Bloomberg Law/Thomson Reuters back cover
Bloomberg BNA inside front cover, 10, 19
Venable 43
Want 39
from the president

The Next Big Thing

In his 2003 analysis of the historical development of telephone, phonograph, and radio, The Audible Past: Cultural Origins of Sound Reproduction, author Jonathan Sterne introduces the term “technological deification” to describe the ways in which society attributes to technologies inherent, transcendent powers to affect, by themselves, social change. Often, we have a tendency to ascribe to new tools or instruments the ability to make disruptive and transformative impacts on society. This occurs, for example, when one places the focus of the discussion solely on the machine itself: “the automobile revolutionized travel.” A more inclusive approach to the study of technology instead would emphasize the cultural environment and social constructs that impacted the development of the new technology. Fundamentally, people (inventors)—not the tools themselves—create historical transformation.

Beyond the Boundaries of Technological Deification

Sometimes I wonder if due consideration is given to the societal pressures that gave rise to both the printing press and the computer and, in significant ways, determined their designs and, hence, their merits and limitations. Early printers, for instance, soon discontinued woodcut artwork in their book-making. Computer pioneers quickly learned the benefits to be gained by distributed networking. Creators of our information technologies developed them to meet diverse social and cultural needs, whether they stemmed from their employers’ specifications or from their own artistic sensibilities. It is critical to remember that, if technology is not considered to be an end in itself, various attributes of technology can always be undone: artwork could reappear in books, and Ethernet cables could always be unplugged. In fact, perhaps some of this is already occurring, as we witness the moderate increase in the availability of graphic novels and consider the desirability of virus-free and monitoring-free computing.

For librarians, this means that there is considerable risk in believing in the immutability of information technologies. Devices change. The architecture of information delivery systems changes. Moreover, with a domino-like effect, it would seem that an invention’s transformative effect further alters the culture and society’s communications. Thus, the content delivered by information technology also evolves because of the medium.

Consequently, we librarians find ourselves in a dynamic environment in which little is stable and much is new. The opportunity—and challenge—for us then is to move “beyond the boundaries” of technological deification and critically examine how tools and equipment actually improve information access for our users. How do we become better guides for our users’ information quest? How do we assert, for ourselves and on behalf of our users, the notion that librarians play a preeminent societal and cultural role in advocating for and designing improved information technologies? If librarians were on the team that built ENIAC, how might computers operate differently than they do today? What if a librarian had talked about books with Johannes Gutenberg over a few pins of hefeweizen? These are romantic but tantalizing questions.

Librarians have an admirable history of refining available tools and technologies. Advanced conservation practices preserve incunabula, for example. Those of us working in libraries 20 years ago probably were the first to get our users on the web, even if it was through dial-up modems. Nevertheless, librarians should always strive to do more, especially as technology shifts so rapidly. We must make systems and tools adapt to our information needs and those of our users rather than the other way around.

AALL plays a key role in assisting law librarians undertaking this responsibility. For example, AALL has long advocated for the full funding of the Government Printing Office and its development of FDsys, which provides the backbone for the authentication and permanent preservation of federal government information. The Digital Library Initiatives Special Committee soon will complete its recommendations on how law libraries can best work with large-scale cooperative digital libraries and related organizations. The Access to Justice Special Committee will be reporting on how law libraries of all types can leverage technology and create systems to better serve the growing number of self-represented litigants using our nation’s courts. The hard work of many of AALL’s standing committees also has had a positive impact in improving information access. The Annual Meeting is a special opportunity for members to collaborate and innovate.

Information Access: Our Role

As we strive to increase the recognition of law librarians as essential to the success of their institutions, it is more likely that we will be called upon by others to influence, enhance, and create information technologies and systems. None of us were witness to the birth of movable type or the stored computer program. However, because of librarians’ passion and skill in advocating for information access, perhaps the next revolutionary “big thing” will be ours alone.

Spectrum Communities

AALL’s My Communities offers several opportunities to become more involved with AALL Spectrum.

Join the Spectrum Photo Community to receive notices of article topics scheduled for upcoming issues of Spectrum. If you have a photo you think would fit well with an article, you can submit it to Spectrum for potential publication with that article.

Interested in writing for Spectrum or the Spectrum Blog? Join the Spectrum Volunteer Pool, where you will receive announcements seeking authors for possible article topics, as well as book titles that are available for review on the blog.
Each year, the Government Relations Committee bestows the prestigious Public Access to Government Information (PAGI) Award and the Oakley Advocacy Award on inspirational people or groups that have made a difference on the policy issues that impact law librarianship.

This year, we are pleased to announce that Sarah (Sally) G. Holterhoff, associate professor of law library and government information/reference librarian at Valparaiso University Law School Library, is the recipient of the 2014 Oakley Award and the Mississippi College Law Library Legislative History Project is the recipient of the 2014 PAGI Award. The winners were carefully selected by the Government Relations Committee in consultation with the Awards Committee.

Oakley Advocacy Award

Now in its seventh year, the Robert L. Oakley Advocacy Award recognizes an AALL member or group that has contributed significantly to AALL’s policy agenda. The award honors the memory of Robert L. Oakley, AALL’s Washington affairs representative (1989-2007), who received the award posthumously in 2008. Past recipients include Richard J. McKinney, Federal Reserve Board Law Library; the Ohio Regional Association of Law Libraries County Law Library Special Interest Group; Joan M. Bellistrri, Anne Arundel County Public Law Library; Barbara A. Bintliff, director of the Tarlton Law Library/Jamail Center for Legal Research; Joseph C. Hutchens Professor in Law; and Timothy L. Coggins, associate dean for library and information services and professor of law at the University of Richmond School of Law Library.

Holterhoff has been a truly outstanding advocate for AALL. As described in her nomination, she has “dedicated her professional career to strong, energetic, and effective advocacy to ensure that every citizen of the United States has full and equitable access to federal, state, and local information that is accurate and authentic.” A past president of AALL, active committee and SIS member and chair, and two-term member of the Executive Board, Holterhoff has demonstrated leadership, dedication, and commitment to advocacy on behalf of the Association. Holterhoff’s contributions are manifold: As president of AALL, Sally convened the National Summit on Authentication of Digital Legal Information in 2007, which established AALL as a national leader in advocating for the authentication and preservation of online legal information. The summit convened delegates from the judiciary, legal community, state governments, and interested organizations to discuss the issue of access to authenticated and trustworthy state legal information in the digital age and explore legal and technological solutions. In turn, AALL and others in the legal community worked closely with the National Conference of Commissioners on Uniform State Laws (now known as the Uniform Law Commission) to consider, draft, and ultimately pass the Uniform Electronic Legal Material Act (UELMA), now enacted in nine states.

Holterhoff has also worked passionately to ensure a robust future for the Federal Depository Library Program (FDLP). She served two terms as a member of the Depository Library Council, including as its secretary. She has written numerous articles about the FDLP and its importance to citizens and most recently served as the chair of AALL’s Task Force on the Federal Depository Library Program for 2012-2013. Currently, Holterhoff is a member of the AALL Government Policy Advisory Group, serving as an ex-officio member of AALL’s policy committees. She is also AALL’s representative to the International Federation of Library Associations and Institutions.

Holterhoff’s leadership, passion, and commitment to access to legal and government information truly embody the spirit of Bob Oakley.

PAGI Award

A principal tenet of AALL is the right of equal access to information for all to ensure an informed citizenry and to promote a just and democratic society. Established in 1998, the PAGI Award is given to recognize persons or organizations that have made significant contributions to protect and promote greater public access to government information. Past recipients include the Library of Congress for THOMAS; Sen. Conrad Burns, Michael O. Leavitt, and Sen. Joseph I. Lieberman for Regulations.gov; Citizens for Responsibility and Ethics in Washington, or CREW, for their work to make government more open; Minnesota Revisor of Statutes Michele Timmons for her work to ensure permanent public access to authentic and preserved online legal information; and, most recently, internet freedom activist Aaron Schwartz, who was awarded the PAGI Award posthumously.

This year, the committee chose to recognize the Mississippi College Law Library’s Legislative History Project, an ambitious undertaking to create a free, searchable archive of the Mississippi Legislature’s floor proceedings. Over the past two decades, states across the country have begun providing live webcasts of legislative proceedings while archiving video of the proceedings for later viewing in an effort to promote transparency and greater access to government. The state of Mississippi joined the movement in 2008 when the state legislature went live online for the first time. However, the legislature chose not to archive its proceedings. The Mississippi College Law Library’s Legislative History Project seeks to fill this obvious void by providing recordings of the daily sessions of both the Mississippi House of Representatives and the Mississippi Senate.

The project connects specific video clips to individual bills by providing video clips that pertain to specific legislation. This project is one-of-a-kind, as no other state legislative archive segments daily recordings into small clips attached to the numerous bills and resolutions debated throughout the legislative session. To use the project, an individual may simply access the website at law.mc.edu/legislature. The law library’s Legislative History Project works alongside its Judicial Data Project in an effort to make the state legislature more accessible to the public. The availability of legal information to all people is a necessary requirement for a just and democratic society, and this project is a step forward in enhancing that vision in the state of Mississippi by placing the state’s legislative leaders into the homes of Mississippians.

Congratulations!

AALL congratulates both Holterhoff and the Mississippi College Law Library on their awards. The PAGI and Oakley Awards will be presented at the AALL Public Policy Update (A1) at the 2014 Annual Meeting in San Antonio on Sunday, July 13, from 1:15-2:45 p.m.
Looking Back on AALL’s 2013 Fiscal Year

Each year, the AALL Executive Board sets aside a specific time to assess the financial health of our Association and prepare an annual report. A range of activities informs this process, including preparation of our year-end financial statements and an examination and audit of these statements by a qualified certified public accountant. I am pleased to share with you a summary of our financial statements for the 2013 fiscal year, which ended on September 30, 2013. I am also pleased to report the conclusions of Legacy Professionals LLP, an independent audit firm. In their report, dated February 26, 2014, they rendered an opinion that the Association’s financial statements “present fairly, in all material aspects, the financial position of American Association of Law Libraries as of September 30, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.”

At the February meeting of the Executive Board’s Finance and Budget Committee, two representatives of Legacy Professionals joined us to review and discuss their report. Because their audit also includes evaluating the appropriateness of accounting policies and procedures used by Association staff, during a closed session committee members had the opportunity to ask questions about the statements, methods, records, and procedures employed by the financial staff. The following schedules summarize the data presented in the audit report received by the Executive Board. If you would like to receive the complete report, you may request a copy from Paula Davidson, AALL’s director of finance and administration.

Schedule A provides a summary of the Association’s financial position on September 30, 2013, as well as a comparison with our position on September 30, 2012. The greatest percentage of the Association’s assets continues to be the funds in our investment portfolio. This portfolio, managed by Chevy Chase Trust, is composed of three invested funds: the Permanent Investment Fund (PIF), the Restricted Endowment Fund (REF), and the Current Reserve Fund (CRF).

The PIF is the largest fund within our investment portfolio; it is invested in a variety of managed equities and fixed-income instruments, such as mutual funds. The REF includes monies set aside from contributions to a variety of endowed funds, such as the Scholarship Fund; the AALL and Thomson West George A. Strait Minority Scholarship Endowment; the LexisNexis/John R. Johnson Memorial Scholarship Endowment; and the Foreign, Comparative, and International Law Special Interest Section Schaffer Grant for Foreign Law Librarians, as well as from donor-restricted funds, such as the AALL/Wolters Kluwer Law and Business Grant Fund, and board-restricted funds. This fund is also invested in a variety of equities and fixed-income instruments. The third fund, the CRF serves as a short-term reserve for investing cash available from operations—essentially, the Association’s short-term savings account.

During our February Finance and Budget Committee meeting, we also met with a representative of Chevy Chase Trust to review and discuss the performance of our investment portfolio and to ensure continued compliance with the Association’s investment policy goals. Association investment funds continue to be invested according to an asset-allocation model, spread over a range of diverse asset classes. Although the market has picked up, growth was modest, and the overall value of the Association’s investments did not increase as much as they did last year. The 2013 year-end total of $5,760,725 reflects a 5 percent increase from the September 30, 2012, value. (For details, see Schedule D.)

The Association also reported an increase in total liabilities and net assets of 5.8 percent for fiscal year 2013.

Schedule B provides a snapshot of the various revenue and expense accounts for all funds for the 2012 and 2013 fiscal years. Total revenue in 2013 was lower than that received in 2012 by a little more than 12 percent. While revenue from membership dues, the Annual Meeting, and dividend and interest income declined, we continued to see a strong performance from the Index to Foreign Legal Periodicals, other publications, and professional development. And compared with revenue received during the 2011 fiscal year, the 2013 revenue from the Annual Meeting, as well as dividend and interest income, was much higher.

In fiscal year 2013, Association expenses were higher in many areas. However, cost-cutting measures implemented by Association staff contributed to a decrease in overall expenses,

Schedule A

### American Association of Law Libraries

#### Statements of Financial Position

<table>
<thead>
<tr>
<th>Schedule A</th>
<th>For the year ended September 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
</tr>
</tbody>
</table>

### Assets

- Cash and cash equivalents: $1,311,345 $1,546,260
- Accounts receivable, net of allowance for doubtful accounts: $5,000
- Prepaid expenses and deposit: $209,206 $210,531
- Total current assets: $1,729,987 $1,945,838
- Property and Equipment - net: $42,766 $38,132
- Investments: $4,614,659 $4,774,598
- Total assets: $6,387,321 $6,758,568

### Liabilities and Net Assets

- Current liabilities:
  - Accounts payable and accrued expenses: $75,187 $72,906
  - Deferred membership dues: $590,798 $631,657
  - Deferred other: $71,787 $81,630
  - Deferred exhibit fees: $102,116 $129,595
  - Total current liabilities: $900,111 $997,843
- Net assets:
  - Unrestricted funds: $3,232,259 $3,330,765
  - Undesignated funds: $1,069,416 $1,227,548
  - Temporarily restricted funds: $650,646 $659,272
  - Permanently restricted funds: $635,400 $543,960
  - Total net assets: $5,467,321 $5,760,725
- Total liabilities and net assets: $6,387,321 $6,758,568
particularly those for the Annual Meeting. The costs related to scholarships, grants, and contributions, an important member benefit, were up by 47 percent.

Despite lower revenues, by the end of the 2013 fiscal year our net assets reflected an increase of approximately 5 percent, for a grand total of $5,760,725.

### Schedule B

**American Association of Law Libraries**

**Statements of Activities - All Funds**

**Schedule B**

For the year ended September 30:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues $ 1,046,396 $ 983,606</td>
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<tr>
<td>Publications and royalties 190,066 216,366</td>
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</tr>
<tr>
<td>Index to Foreign Legal Periodicals 591,439 561,107</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships, grants, and contributions 53,836 52,896</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual meeting 1,678,033 1,542,348</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional development 56,747 74,820</td>
<td></td>
<td></td>
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<tr>
<td>Member list sales 54,377 44,230</td>
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<td></td>
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<tr>
<td>Placement Fees 27,760 23,984</td>
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<tr>
<td>Dividend and interest income 501,881 182,151</td>
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<tr>
<td>Special interest sections 286,536 256,415</td>
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<td></td>
</tr>
<tr>
<td>Other revenues 8,453 18,759</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenues</strong> 4,499,324 3,954,082</td>
<td></td>
<td></td>
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<tr>
<td>Expenses:</td>
<td></td>
<td></td>
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<tr>
<td>Publications 400,469 416,109</td>
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<tr>
<td>Index to Foreign Legal Periodicals 247,823 247,950</td>
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<tr>
<td>Annual meeting 1,477,858 1,418,109</td>
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<tr>
<td>Professional development 235,876 209,111</td>
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<tr>
<td>Officers and Executive Board 117,581 118,508</td>
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<tr>
<td>Government affairs 179,279 176,868</td>
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</tr>
<tr>
<td>Scholarships, grants, and contributions 64,269 94,594</td>
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<tr>
<td>Committees and representatives 71,942 80,572</td>
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<tr>
<td>Membership list 15,377 15,817</td>
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<tr>
<td>Special interest sections 280,163 270,468</td>
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<tr>
<td>Administrative and general 620,062 632,562</td>
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<tr>
<td><strong>Total expenses</strong> 3,265,921 3,680,678</td>
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<tr>
<td><strong>Increase in net assets</strong> 1,233,403 373,404</td>
<td></td>
<td></td>
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<tr>
<td><strong>Net assets, beginning of year</strong> 4,711,736 5,085,132</td>
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<tr>
<td><strong>Net assets, end of year</strong> $ 5,945,139 $ 5,458,536</td>
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<td></td>
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</tbody>
</table>

### Schedule C

**American Association of Law Libraries**

**Statements of Activities - General Fund**

**Schedule C**

For the year ended September 30:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues:</td>
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<td>Publications and royalties 162,721 191,681</td>
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<tr>
<td>Index to Foreign Legal Periodicals 591,440 561,107</td>
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</tr>
<tr>
<td>Annual meeting 1,678,933 1,542,348</td>
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<tr>
<td>Professional development 67,308 74,820</td>
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<td></td>
</tr>
<tr>
<td>Special interest sections 31,108 35,189</td>
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<tr>
<td>Other revenues 1,678,933 1,542,348</td>
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<tr>
<td><strong>Total revenues</strong> 3,265,921 3,680,678</td>
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<td></td>
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<tr>
<td>Expenses:</td>
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<tr>
<td>Publications 241,054 247,641</td>
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<tr>
<td>Index to Foreign Legal Periodicals 243,569 244,012</td>
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<tr>
<td>Annual meeting 890,621 843,834</td>
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<td></td>
</tr>
<tr>
<td>Professional development 55,000 35,189</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Board and committees 104,324 101,653</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative and general 1,784,561 1,761,349</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Representatives to allied organizations 31,108 32,243</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong> 3,265,921 3,680,678</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase in net assets</strong> 0 179,541</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Schedule D

**American Association of Law Libraries**

**Comparative Fund Balances**

**Schedule D**

For the year ended September 30:

<table>
<thead>
<tr>
<th>Funds:</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special interest sections</td>
<td>409,489</td>
<td>775,585</td>
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<tr>
<td>Deloitte KPMG Research Grant Fund</td>
<td>1,063</td>
<td>1,092</td>
</tr>
<tr>
<td>Cal for Papers Award Fund</td>
<td>255</td>
<td>255</td>
</tr>
<tr>
<td>Government Relations Fund</td>
<td>18,457</td>
<td>18,857</td>
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<tr>
<td>Government Relations Office Reserve Fund</td>
<td>71,400</td>
<td>75,356</td>
</tr>
<tr>
<td>Grant Fund 8,828 11,061</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FCL Schultheis Grant for Foreign Law Librarians</td>
<td>52,411</td>
<td>56,261</td>
</tr>
<tr>
<td>Scholarship Fund 126,033 131,402</td>
<td></td>
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</tr>
<tr>
<td>Holch Fund 22,520 23,456</td>
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<td></td>
</tr>
<tr>
<td>AALL/West-George A. Strait Minority Scholarship Endowment 385,876 404,135</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Koslov Scholarship Fund 52,054 54,041</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AALL Centennial Fund 27,965 27,940</td>
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<td></td>
</tr>
<tr>
<td>LexisNexis™/John R. Johnson Memorial Scholarship Endowment 188,033 195,498</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AALL/DIG/Now Research Fund 130,692 134,006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headquarters Reserve Fund 204,625 276,190</td>
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<tr>
<td>AALL/Bloomberg BNA Continuing Education Grants Fund 53,576 55,317</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Investment Fund 2,552,435 2,663,632</td>
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<td></td>
</tr>
<tr>
<td>Current Reserve Fund 1,069,416 1,227,688</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other undesignated 191,665 191,965</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total funds</strong> 5,487,321 5,760,725</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Schedule C itemizes the fiscal year annual statement for the Association’s general fund—essentially, the Association’s “checking account.” As a result of lower revenues and continued expenses, which are outlined in Schedule B, Schedule C reports a much smaller increase in net assets. Membership dues revenue to the general fund in 2013 was reported at $916,760, down from the previous years’ total of $975,661. The Finance and Budget Committee noted this trend regarding declining dues revenues and will continue to explore ways to grow membership and reduce expenses. With the exception of expenses needed to produce the Association’s various publications and support our representatives to allied organizations, general fund expenses declined. In all, while the increase in net assets was less than that reported in 2012, we realized growth in Association assets and are still in the black.

Schedule D provides more detail about the restricted and unrestricted funds referenced in Schedule A as net assets. The AALL Executive Board established a variety of funds and programs to support the Association’s commitment to its strategic directions: leadership, education, and advocacy. Investing these funds wisely and depositing any investment income received into these restricted accounts ensures that restricted endowment contributions are accounted for and any use is limited to their intended purposes.

The combined balance for these funds at the end of fiscal year 2012 was $5,487,321. As reported in Schedule A, by the end of fiscal year 2013, the combined balance was $5,760,725, an increase of 5 percent.

If any member would like to comment or would like clarification of the Association’s financial performance or policies, please feel free to contact me or Paula Davidson. We will be happy to respond.
A comparison of law school libraries in Florida and how they market their space to their “unique” student bodies. Is there really only one way to library, or does culture make a difference?

A Note on Culture

In Learning Spaces, Chapter 5: Student Practices and Their Impact on Learning Spaces, authors Cyprien Lomas and Diana G. Oblinger explain the importance of maintaining the culture of libraries in order for students to find value in the space.

“Students will spend much of their academic lives in classrooms . . . and libraries—the places where education happens. Such learning spaces impart a feeling of the campus culture to students. But is the culture they sense one of a previous era or one that meshes with their habits? This alignment is important because well-designed learning spaces and enabling technologies encourage students to spend more time on campus, increasing engagement and improving retention.”

The authors note five characteristics of modern-day students that should be considered when designing learning spaces: digital, mobile, independent, social, and participatory. Law school libraries are often older buildings in institutions facing growing budget cuts. It is not always easy to market one’s library in a way that works with the ever-changing culture and population of law students. Florida is no exception to this rule, and libraries are doing their best to keep these five characteristics in mind while trying to update, remodel, and market their space to their users.

Although competition for jobs after graduation is high among the 12 Florida law schools, there is still a sense of community for those who attend law school in Florida, and if your students are anything like those at the University of Florida, you know very well how students like to “compare notes”; as in, “Your law school has that? Mine only has this!” As librarians, we need to know what others are doing and make sure that we are maintaining a culture consisting not only of what we think is best for students but also of what “culture” students expect to see at their law school.

How Were Spaces Designed to be Used?

The two libraries with the “newest” spaces are Cooley and Florida International University College of Law. Bryan van Pottelsberghe, head of public services at Cooley, explains that when Cooley opened its doors in 2012, the space was designed with a “combined service desk incorporating both reference and circulation . . . allowing reference staff to back up the circulation desk and minimize staffing costs.” Similarly, in 2011, Teresa Stanton, associate dean for information services and director of the law library at Florida International University College of Law, was instructed by the dean of her law school to redesign the library space to include librarian offices inside the library (they originally were located with the rest of the faculty outside the library). Stanton took this as an opportunity to remodel the library, which was completed in 2013.

One of the changes Stanton made was “combining the reference and circulation desks into one service desk to bring visibility to the reference librarians.” Additionally, the new librarian offices were located behind the combined circulation/reference desk to give students easier access to librarians. Librarians regularly express their frustration with students’ failure to incorporate the reference desk into their daily research needs. Even with the amount of information available online, students still check out items from the library . . . maybe a combined circulation/reference desk is the answer.

How Do You Library?

A comparison of the marketing techniques of Florida law school libraries

By Shira Megerman

The Ave Maria School of Law Library
to how to best get students to frequent the reference desk for their research needs.

According to Ulysses Jaen, head of access services and adjunct professor at Ave Maria School of Law in Naples, Florida, which opened in the mid-1980s, its library was originally designed and built for use as part of a retirement community, not as a library. Although he was not there for the redesign of the library space, he "learned that the main reading room was carved out of what was originally designed as a community center with a stage, and the different activity areas were used to house different collections. The effect is that we have one large main reading room in the center of the building with lots of natural light coming in from the ceiling structures and multiple seating spaces with shelves housing specific collections surrounding that main reading room."

On the other hand, Pam Lucken, lecturer in law and head of reference for the law library at University of Miami School of Law, explains that their library was originally designed as a library. However, after undergoing three different building renovations, it went from providing space for "print publications, study areas, and law review offices [to expanding to] includ[e] a reading room, training room, faculty offices/suites, and law school administrators' offices (e.g., associate/assistant deans, IT, facilities, communications)."

Even with a space originally designed as a library, the progression of culture still exists, and, even if there is no budget to completely repurpose a space, there are still ways to update the space to grow with the students' ever-changing cultural needs.

How Do You Keep Spaces Up to Date?
The University of Florida law library has been remodeled six times since it was first founded in 1909. According to Todd Venic, head of research and instruction at UF, the library was most recently renovated and expanded in 2005. Even with the recent renovation in 2005, in 2012, the library removed shelving, shifted materials, and added additional tables and chairs on the first floor to provide more group study areas for students, for which there was a need.

At Barry University Dwayne O. Andreas School of Law, Louis Rosen, reference librarian, notes, "[W]e are making some changes in our shelf configurations (including quite a bit of deselecting of redundant resources to clear up space for future renovations), and we just ordered some beautiful new display cases for rotating displays that will be swapped out regularly. We also change our signage and bulletin boards around just to keep things fresh and dynamic."

Similarly, at Florida Coastal School of Law, Colleen Manning, assistant director for public services, explains, "We mov[ed] some furniture around. For example, we've moved tables to improve traffic flow and discourage loud conversation, and we repurposed some shelving to create a new book display."

Simply changing the layout of your space or adding in display cases is a simple way to update your space and market these changes to students to increase their activity within the library.

"We regularly conduct workshops for the students and provide tours for prospective students, and orientation includes a library game for the new students," Manning says. "We have book giveaways each semester. Our CALI Root Beer Float Friday was a big hit! We've also created an event for our Alumni Weekend called the Amazing Place, which is a scavenger hunt for our alums to get them back in the library and reconnecting with the librarians."

To market resources, they host a "Hot Dog Wednesday" each semester on the back deck of the law school. It is important, Manning explains, to not just get students into the library, but to go where the students are. "We have used our 'knowledge bars' (see photo on page 10) to provide support during the first, confusing days of school for new students and as a way to promote our resources."

At Barry University, Rosen notes, they do not actively market their space to students, but they have recognized there might be a need to do so moving forward. "All potential students tour the library during early campus visits prior to being admitted," he says, "and then they get face time with the reference librarians during orientation and more detailed tours and instructional sessions during their first-semester Legal Research and Writing classes. Everyone knows to come in here to study and get help from the reference librarians, but we’re working on more aggressive marketing to show off our print and online resources better and to let them know everything we can do for them throughout law school and even after graduation."

Even the busiest libraries should consider what they are doing to stay up to date with student culture within the library and how best to market their space and resources to their unique student bodies.

Marketing and Architecture
Needless to say, there are only so many ways to design a law library to fit both the law school’s needs and the needs of its students. Although each library in Florida is unique in its student population and design, there are more similarities than there are differences in the ways the libraries are designed and marketed. Even the ways in which the libraries are updated are similar. From
moving shelving to create more study areas or repurpose a collection to updating signage to FIU’s new “Information Commons” with its 15 computer/workstations and new circulation/reference desk, libraries in Florida are more alike than they are different.

And the ways in which the libraries market their spaces are similar. Most, if not all, of the schools note orientation as an opportunity to market the library to students and use research sessions both in and outside the classroom to remind students of the assistance librarians can provide in both practice and research. And, of course, there are the study rooms. Students love study rooms, and it’s a great way to just get them in the door.

While the cities and regions of Florida might be culturally and geographically different, it seems our students’ needs are the same and that we can all learn something from one another.

Shira Megerman (megermans@law.ufl.edu), Student Services Reference Librarian, Lawton Chiles Legal Information Center, Fredric G. Levin College of Law, Gainesville, Florida

A “knowledge bar” at the Florida Coastal School of Law Library

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In May 2001, AALL Spectrum debuted what has in more recent years been referred to as its “Architecture Series,” a collection of articles focusing on both newly constructed libraries and those that have undergone recent, large-scale remodel or renovation projects. In its very first year, the series was titled, “Change is in the Air: Law Librarians Share How They Accommodate Construction and Renovation Projects at Their Libraries.” The special section was coordinated by Thomas French of Syracuse University College of Law, and in many ways, the articles are quite similar to those Spectrum features in its Architecture Series today.

But there are some obvious differences.

In the past 14 years, the Architecture Series, like the law librarian profession, has experienced transformation. We’ve been through a recession and an ongoing evaluation of what it means to be a “librarian.” The traditional treatment of the law library as place has been challenged and in many cases discarded or re-thought. Several of these shifts are reflected in this year’s articles: a law firm downsizes and rebrands from “library” to “information services”; a new law school library installs the best technologies while remaining committed to affordability; and a public library emphasizes literal and figurative transparency with glass and open space, to detail a few.

We hope you enjoy this year’s Architecture Series!
In the children's story by Eric Carle, Hermit Crab has grown too big for his shell and must find a new home. A year later, he's grown too big again and must find yet another, bigger shell. For law firm libraries, our story has been quite the opposite as we have been asked to fit into smaller and smaller spaces.

In 2013, the time finally came for Irell & Manella to bid adieu to our grand, 21-year-old library and embark upon a relocation to a new, much smaller home. We would need to be brave, embrace change, and work diligently to meet our move deadline. The relocation would be from one floor to another in an office tower in Century City, Los Angeles.

Our existing library and department space was built in the early 1990s under the directorship of Louise Lieb (who retired in 2013). It was built to accommodate approximately 8,000 linear feet of books, periodicals, and audio/video materials, and it included a spacious reference desk, a library conference room, a library training room, study tables and carrels, storage space, a photocopier room, a staff workroom, and a library director's office. The library space was surrounded by natural light and included a popular conference room that overlooked a golf course and was used for Friday happy hour gatherings. At its peak, the library was considered to be the largest private law firm library on the west side of Los Angeles. A significant share of the collection was devoted to current and historical tax materials reflecting Irell & Manella’s past reputation as a tax law firm. The firm is now focused on litigation, much of it in the intellectual property arena.

Planning, Preparation, and Execution
Lieb knew a library remodel/relocation was in the works for some time, and she was prepared. In 2012, she had visited several recently remodeled law firm libraries, asked each library staff member for wish-list items, and drafted a detailed list of requirements. Also, the firm sponsored a focus group session that included an outside consultant, library staff, the library partner, the managing partner at the time, the executive director, the human resources director, and three associates. Next, three planning meetings were held that included a senior interior designer from Gensler, a global design and architecture firm. Initial plans featured an all-compact-shelving concept, eventually evolving into a stationary-shelving-only
The new conference room. Photos courtesy of Douglas H. Kim/Irell & Manella LLP.

concept, which was thought to be easier for access and aesthetic purposes. Gensler was very supportive in the creation of an inviting and open space, including the removal of walls to flood the space with lots of wonderful natural light.

For library staff, the big job was essentially a major downsizing project ... a quintet of decisions, deletions, donations, discards, and "divorces." Decisions were made openly as a group, and research librarians were asked to review lists of targeted titles and cartloads of books bound for deletion, storage, or archiving.

Circulation records, as well as librarian observations, revealed that only about 1,500 linear feet of books were being used. These items were flagged for inclusion in the library's core collection to be housed in the new space using a translucent blue call number label protector that was affixed to core titles for easy spotting. Items targeted as archival or rarely/periodically consulted were "divorced" from the main collection and moved into an existing compact shelving area on another floor. New flooring and a paint job improved this dated yet useful archival space. Other items in the collection were recycled, discarded, donated, or put in storage. Additional procedures included changing the location and item status fields in all affected bib records.

Our new target location was a much larger interior space that previously housed the records department. A complete remodel of this space was undertaken, starting with a demolition and followed by all new duct work, ventilation, ceiling tiles, electrical, lighting, wood flooring, and dry walls. Wall removal resulted in the former interior space becoming open, welcoming, and appealing. Solid walls were replaced by glass in an adjacent and completely remodeled high-tech conference room, resulting in lots of natural light flowing into the new library space. Also included in the library remodel: a new copy room with storage for periodicals, study stations providing laptop and mobile device plug-in (used by Lexis/Westlaw weekly trainers), a library workroom, a separate space with a large table for the loose-leaf filing service, and a small reading area with soft seating located next to current periodicals.

Other Tweaks

We were able to repurpose the shelving in the old library as it was in excellent condition. As those of you in earthquake zones may know, removing the extra bracing that bolted the shelving units to the ceiling and floor was challenging and took additional time. The wood panels were refinished and stained to match the woodwork in the new library. The new library also features floor-to-ceiling display shelves designed to showcase Irell & Manella's past accomplishments, pro bono participation, awards, memorabilia, and historical law books (see photo on page 12).

Outcomes

In addition to the fact that I enjoy this new, bright, cheerful, and inspired space, I’d like to share some additional benefits that resulted from the move:

Not as isolated: The “old” library was located on a separate floor from the rest of the firm and was rather isolated. The move placed the library adjacent to the firm’s popular café, resulting in more foot traffic.

Offices for librarians: For the research librarians, the move created an opportunity to move from modular cubicle spaces in a large workroom into individual office spaces and also further professionalizes the team of research librarians in the eyes of our users. Two librarian offices are located at or near the library space, and two other librarians are embedded on other floors.

Smaller is easier: A small core print collection is more user-friendly and easier to maintain.

Open studio floor plan: No interior doors means that people stumble upon the library from the hallway, which is very welcoming. Wood floors, lighting, and color choices give the space a pleasing, modern "art loft" feeling.

Alas, nothing is perfect, and in the interest of at least some full disclosure, it would have been nice to have more comfortable "parking" space for library carts with materials processing in progress. A bit larger library workroom space (or a reconfiguration of same) would also have been helpful, again for a more efficient workflow, and this is something the firm is open to looking at again.

Early visitors to the new library space commented on its dramatically smaller size compared with the previous library. Certainly, it has become symbolic of our shift from the maintenance of print sources to that of providing research services. A rebranding of our group from "library" to "Irell Research and Information Services" (IRIS) is currently in progress and entirely appropriate.

Marissa Andrea (mandrea@irell.com), Manager of Research and Information Services, Irell & Manella LLP, Los Angeles. A special thanks to Sarah Baugh, Irell & Manella’s library assistant. It is due largely to her determination and hard work that we owe a smooth transition to our new space. Also, thank you to Richard Pruitt for assistance in the preparation of this article.
Moving on Up:
To a Deluxe Library in the Sky
Charlotte School of Law Library moves into a new, tailored space

By Ashley Moye, Brian Trippodo, Erica Tyler, and Kim Allman

A view of the interior staircase from the IT help desk on the fourth floor
Charlotte School of Law Library opened its doors in 2006 to an inaugural class of 86 students. In the early days of building our library stacks, we absorbed a collection belonging to the Mecklenburg Law Library that was no longer maintained by the local public library system. Our first home for the collection was in a repurposed three-story law office, and, while the building itself was a beautiful Georgian-style mansion situated in the upscale urban area of Dilworth, it soon was deemed too small to meet the physical collection needs of our exponentially growing incoming classes and subsequent staff additions.

West Side Story
In the summer of 2008, we simultaneously cataloged and processed an extensive collection purchased from the former National Judicial College and packed up house and home, destined for a new location. The space was part of new development meant to bring rejuvenation and urban redevelopment to an area of Charlotte that had been the victim of urban blight and serve as a flagship of renewal for the area.

Construction of the fifth floor
Unfortunately, soon after our move, the recession hit and the development of the area stagnated. Our law library space on the second floor of the new building was designed with little input from the library staff and leadership, and the owners of the building resisted creating an interior that was too specific in meeting our needs. As the years passed, our student body grew to more than 1,500, and staff and faculty grew as well. Our space was ill-suited to accommodate the demands placed upon the law library’s facilities and infrastructure by this influx of patrons, in addition to our attorney members and public patrons.

Moving, Part Deux
In late 2012, we learned that Charlotte School of Law was destined for uptown Charlotte, taking over nine floors of a premier center city office complex, Charlotte Plaza. This time around, we were fortunate to participate in planning our new library, and many of our suggestions were incorporated into the final design. Our main objective in designing the library was to meet the needs of students and faculty alike. We analyzed how our space was currently being used and tailored our new space to increase access and use.

Study rooms in our old space were highly sought after, so in our new space we increased the number of study rooms from 21 to 39 and scattered a number of these study rooms outside the library on other floors at Charlotte Plaza. Many students also appreciated the quiet study space at our old location, so we designated our entire space on the fourth floor as a quiet area. Our reference librarians are highly engaged with our students, so we created a reference desk. To enhance collaborative study among students and between librarians and students, we added two distinct Research Zones in the reference area, both equipped with computer hook-ups and large monitors.

In order to make all areas of the library easily accessible to students and faculty, we included an internal staircase to connect the fourth and fifth floors. The circulation desk, reference desk, and information technology help desk are all situated directly off the staircase. Focusing on accessibility, we transitioned all of our treatises, state materials, journals, and regional reporters from compact shelving to static shelving.

Free to a Good Home
Although doing away with compact shelving and opening up the library space for our patrons was a welcome change, it did leave us with a conundrum on our hands. Space constraints had been few and far between in our old building, resulting in a somewhat unwieldy collection that had no business moving to our new building en masse. Second copies and non-updated materials abounded, especially reporter volumes, ranging on and on ad infinitum. Once we moved to our uptown building, discard projects would take on a life of their own, requiring use of a freight elevator and possibly even professionals. So, despite the fact that it made our inner librarian bones cringe and twinge, a large number of books needed to be sent away to the “farm” to while away their days in the sunshine, or, more preferably, be rehomed.

The IT help desk on the fourth floor, as seen from the interior staircase, with the copier room in the back. To the right are study rooms.

Beginning in the 2013 spring semester, we began preparing for our move with a massive book giveaway initiative, reducing our collection as well as allowing us to serve our law student and local legal communities. Over the course of a semester, the library team came together to identify redundant materials, remove them from the collection, and find them good homes. An online database was created via Google, displaying cover art and details of each title. Books were offered in phases, first and foremost to students and alumni as both resource materials and window dressing, well-suited
for new lawyer offices, and then to faculty, staff, other local libraries, and the community. Through this project, more than 13,780 books found loving families, with only a few minor hiccups, and we were left with only 2,000 books remaining for the “farm.”

A Team in Transition Stays in Transition

August 2 came, and we packed our offices with much fanfare, planning to start work on our temporary floor the following Monday. However, on the way back from a staff lunch outing, management was informed that our temporary library floor was not ready and that our staff would be spread out into unused offices throughout the building for approximately one week. Thankfully, this “temporary-temporary” arrangement lasted only the one week.

In our temporary library space, we proved that we were a team and time again. We were only in this location for one semester, so the school was reluctant to incur any expenses renovating the floor for such a short period of time. As a result, four members of the circulation staff shared a small work space, all of our technical services staff was confined to one room, and reference librarians were spread out two to an office. There weren’t enough shelves put up for the course reserve collection, one of the doors didn’t even have a door handle, and students were frequently locked out of study rooms due to the way the door locks had been constructed. The library staff had to adapt to tightly packed spaces that housed our work desks, book carts, and overflowing book collection.

Students were less than impressed with the temporary library. Library staff frequently had to remind students and faculty that the space was not permanent.

At Long Last, Welcome Home

After the semester closed and the holidays arrived, we went to our homes happily while movers and builders feverishly worked on preparing our new floors, and we were able to welcome in the New Year in our permanent space. Our students, faculty, and staff have all been impressed with our new facilities, and we all believe that it was worth the wait. Finally, we’re here to stay! ■

I’ve Got 99 Problems, but My Team Ain’t One

After celebrating our successful discard project, we began planning the spacing and organization of our newly culled collection. We spent days poring over blueprints, wandering the stacks with measuring tapes, and crunching linear feet measurements into calculators. Similar to many other law libraries, our collection is organized primarily into categories, such as regional reporters, journals, federal materials, and treatises, and, within each of these sections, by Library of Congress classification numbers. We also have a dedicated reference section focusing specifically on North and South Carolina law.

With two floors and a wide range of shelving in addition to these divisions, simple planning turned into a strange logic puzzle, attempting to preserve our categories and maintain a natural flow of the collection across the floors. Once the final calls were made, we congratulated ourselves and moved on with our regular day-to-day duties.

Our original plan to place our shorter book shelves on the fifth floor to provide a clear line of sight was short-lived. It became apparent that our architects weren’t necessarily familiar with the nuances of library design. The reinforced flooring necessary for taller stacks was only available on the fifth floor, due to the third floor being occupied by a different company, which made it impossible for engineers to reinforce the fourth floor as well. Suddenly our logic puzzle was back with a vengeance, requiring reallocation—meaning more hands on deck, more face palms, and more desperate cravings for margaritas at lunchtime.

One of the group and collaborative study spaces on the fifth floor. To the right is the beginning of the Treatise Section.

The library was the last department scheduled to move on Friday, August 2. However, at this point, both the fourth and fifth floors in our new building were still under construction due to the reinforced flooring required and the labor-intensive installation of the floating stairwell between the two floors. As a result, the library would have to make do with a much smaller temporary space until our permanent location was complete. We rallied and proved our flexibility, rising to the challenge of separating our essential collection for the temporary space and leaving the nonessential materials on the shelves in our old building for the duration of the semester.

Erica Tyler (etyler@charlotte.edu), Circulation Assistant, Charlotte School of Law Library, Charlotte, North Carolina
Kim Allman (kallman@charlotte.edu), Access Services Manager, Charlotte School of Law Library, Charlotte, North Carolina
Ashley Moye (amoye@charlotte.edu), Metadata and Serials Librarian, Charlotte School of Law Library, Charlotte, North Carolina
Brian Trippodo (btrippodo@charlotte.edu), Systems & Collections Librarian, Charlotte School of Law Library, Charlotte, North Carolina

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A Team in Transition Stays in Transition

August 2 came, and we packed our offices with much fanfare, planning to start work on our temporary floor the following Monday. However, on the way back from a staff lunch outing, management was informed that our temporary library floor was not ready and that our staff would be spread out into unused offices throughout the building for approximately one week. Thankfully, this “temporary-temporary” arrangement lasted only the one week.

In our temporary library space, we proved that we were a team and time again. We were only in this location for one semester, so the school was reluctant to incur any expenses renovating the floor for such a short period of time. As a result, four members of the circulation staff shared a small work space, all of our technical services staff was confined to one room, and reference librarians were spread out two to an office. There weren’t enough shelves put up for the course reserve collection, one of the doors didn’t even have a door handle, and students were frequently locked out of study rooms due to the way the door locks had been constructed. The library staff had to adapt to tightly packed spaces that housed our work desks, book carts, and overflowing book collection. Students were less than impressed with the temporary library. Library staff frequently had to remind students and faculty that the space was not permanent.

At Long Last, Welcome Home

After the semester closed and the holidays arrived, we went to our homes happily while movers and builders feverishly worked on preparing our new floors, and we were able to welcome in the New Year in our permanent space. Our students, faculty, and staff have all been impressed with our new facilities, and we all believe that it was worth the wait. Finally, we’re here to stay! ■
Linchpin of the Law School
The University of California, Irvine School of Law Library expands and improves

By Jessica Wimer

The newly renovated law library at the University of California, Irvine School of Law is a bright, open space that provides a number of seating and study options. The renovation was completed in early 2013, but the story behind the project really begins with the original 2008 law school building.
ends. It soon became clear that this, after the design phase of the project, the library—has very little influence on having an all-digital collection and without her input, such as basing plans for the new law school, it was decided that resources should be put into hiring the best people and not into constructing a new building. As a result, the buildings chosen to make up the future law school consisted of existing office space on campus that previously functioned as a medical office (and even before that as a 24-hour fitness center) and essentially provided too little space to house the law school.

These plans were well underway in 2000 when Associate Dean Beatrice Tice arrived to find the library was allocated a mere 20,517 square feet and would be located on the first two floors of one of the assigned buildings. This small footprint was actually a victory in itself because there was originally some disagreement on campus as to why the law school even needed its own library. Why not simply be a part of the existing UCI libraries?

Tice soon found that important library design decisions were being made without her input, such as basking plans on having an all-digital collection and therefore not needing space for books and stacks. Additionally, to save money, the law school originally went with the design-build model to refurbish the existing buildings. To oversimplify, in design-build projects, the client—in this case, the library—has very little influence after the design phase of the project ends. It soon became clear that this model would not work because of the library’s special needs and Tice’s strong vision, and, therefore, the project acquired a more traditional construction flavor with Tice leading the way on all major decisions.

Some of the more noteworthy challenges with the original design would seem like clear red flags to anyone working in a library, but they became significant obstacles to overcome. Three of the more remarkable disagreements involved major structural elements: the staircase, elevator, and floors. It seems odd that asking for an internal staircase to allow patrons to move between levels without exiting the building would be met with significant resistance, but it was, mainly due to the high additional costs it added to the project. Next came trouble with the elevator in the library, which needed to move between both floors of the library and also serve as the freight elevator for the entire building. Finding a way for it to travel freely within the library, allowing books and people to move between floors, while restricting access into the library from the upper floors, was a problem that was not resolved until the 2013 renovation. Finally, explaining that the law library would indeed collect digital resources but still needed significant space for shelving took effort and required a redesign; the second floor could not structurally hold the weight of a large collection of books, and, therefore, space needed to be found on the ground level for most of the collection.

After all was said and done, we ended up with a beautiful space that remained the centerpiece of the law school and set the tone for many of the design decisions made throughout the school. The interior of the library takes inspiration from the 22 paintings of California impressionist art donated by the Swinden family, which hang on both floors with gallery lighting. The arts-and-crafts-style tables and chairs, including 10 rocking chairs, provided more than enough room for the inaugural class and created enough space to accommodate the needs of a growing faculty, student body, and library collection.

**Expanding**

Fast forward to 2012 when the law library gained adjacent space previously occupied by another UCI department that relocated elsewhere on campus, and the library renovation began. Originally the plan was to complete most of the renovations in the summer and finish the odd and ends throughout the fall, but the project started late due to contractor delays and was not completed until March 2013. Having the renovation occur during the school year added to the normal challenges that come with renovating an occupied space, including figuring out what to do with the displaced people, furniture, and books when we closed the entire ground floor and a portion of the main level.

In many ways our small size worked in our favor since it meant fewer books and less furniture to store and fewer staff members to relocate. To this end, we worked with a moving and storage company used by other campus libraries to move the books and furniture offsite and found makeshift offices in other areas of the library for staff. The real challenge was completing the renovations while continuing to function as a working library where students could study, do their research, and/or work on their journal cite-checking. Once again, our small size was a blessing since we had the needs of fewer students to manage. To lessen the impact of the renovations, the contractors completed work on the noisiest projects before the library opened. This meant that construction was over by midday, and students had a quiet space to study for the remainder of the day.

We used Sage: The UCI Law Library Blog ([sites.uci.edu/lawlibrary](http://sites.uci.edu/lawlibrary)) to keep members of the law school community updated on the renovation progress and on upcoming projects that were likely to be disruptive because of noise or smell. We also placed signs at the library entrance on days that construction noise was expected to be unusually high. We provided earplugs upon request and compiled a list of alternate study spaces on campus for those who chose to study elsewhere. To their credit, the students...
were very understanding of the process, and we only received a few complaints, most of them focused on the project’s timing. All in all, though inconvenient, the renovation went smoothly. There were a few minor headaches, such as carpet tiles that refused to stay glued to the floor, but unlike the 2008 building project, there were no major revisions to the original plan.

The end result is definitely worth all the discomfort and inconvenience. The library now occupies 24,052 square feet and has 400 seats made up of traditional tables and chairs and different soft seating options. We reduced the size of the mostly unused computer lab and added additional study rooms, increasing the total number in the library to 10. On the ground floor we added a copy/print room, a multimedia conference room, and much-needed office and staff space. We added 1,120 linear feet of shelving, ensuring plenty of growth space until we get a permanent library building in about five years.

We deliberately moved the compact shelving that contains mostly primary sources, our least-used materials, to the darker corners of the library and placed seating in the open and well-lit areas. Moving the compact shelving opened enough space for us to create the California Room, a large reading room with plenty of seating and natural light that houses the majority of the California primary and secondary material in a way that is easy to access and update. However, because the space was never intended to be used as a library, navigation can be an issue. To help patrons figure out how to navigate some of the library’s nooks and crannies, we added new signage throughout the library.

One of the more appreciated additions is the break room, which we lacked prior to the renovation. Staff members now enjoy having a place to eat, store their lunches, and get coffee without leaving the library. To make the most of our small space, we added a computer, overhead projector, screen, wireless internet, and teleconferencing, which gives us the ability to use the room for meetings, trainings, and vendor updates when needed. In order to hold many of our meetings and training sessions before the renovation, we had to find open classroom space in the law school, which was not always available.

The Centerpiece

The results of our renovation project are admired by everyone who enters the law library. The library is bright, airy, and provides plenty of seating and study options. Now that we’ve been a working library for almost five years, we have a lot of information to consider as we plan for the new building. It feels like an embarrassment of riches to plan from scratch rather than to make do with an existing space that was never meant to be a library. While I can think of many things I’d like to see in a new space, such as better sound control in busy areas and less physical division between departments, maintaining our new library as the centerpiece of the law school is a must.

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Collaborative Spaces
UNT | Dallas College of Law Library prepares to welcome the school’s inaugural class
By Ginger B. Fearey

On June 19, 2009, Texas Governor Rick Perry signed S.B. 956, “An Act relating to the establishment of a law school in the city of Dallas by the University of North Texas System,” and the University of North Texas at Dallas College of Law became the first authorized public law school in the Dallas-Fort Worth region. The college will welcome its first class this coming August.

Strategically located on Main Street in downtown Dallas, the UNT | Dallas College of Law is within walking distance of city, county, state, and federal courts as well as many law firms and corporate offices. The law school shares its building, a former department store, with the offices of the Chancellor of the University of North Texas System as well as the Universities Center of Dallas, a cooperative effort of a number of universities that offer evening programs for working professionals. UNT invested $29 million in renovating the building. The law school is proof of a successful partnership between the UNT System, the city of Dallas, and community planners to revitalize the east side of downtown Dallas.

The New Space
Encompassing the entire sixth floor of the building, the law library comprises more than 17,000 square feet of space. A circular feature that contains the library’s one service desk and the reference collection dominates the view as you enter the library. The perimeter of the circle contains bar-like countertops with built-in cabinets and shelves. The design-flow of the space is decidedly more “coffeehouse” than academic law library. This is most evident in the pallet of colors—blue, green, white, and gray—and the modern materials, which include recycled plastic. Hanging above the circle, like a halo, is a drop-ceiling with recess lighting in an otherwise unfinished ceiling. The feature adds definition to the service desk and reference area. Hanging at the center of the circle are two large-screen monitors, facing forward and backward relative to the service desk, which provide digital signage to keep students up-to-date about college events.

The front arc of the circle is the library’s one service point. Here, circulation and reference services will be provided by a team of librarians, paraprofessionals, and graduate assistants. The
back half of the circle is further divided like a saloon bar. On the outside of the half circle are countertops where students will be able to sit at tall stools and make use of power and network outlets. The inside half-circle is made up of shelves and encircles four short stacks, which is where the reference collection is located. The waist-high shelves are topped with counters and enclosed within the half-circle, and the area bears a striking resemblance to a laboratory to which Christopher Columbus Langdell, a titan of American legal education, compared law libraries in the late 1800s (Tice, Beatrice, “The Academic Law Library in the 21st Century: Still the Heart of the Law School,” UC Irvine Law Review, March 2011). The reference area is laid out for the legal research instruction classes in which students will be introduced to the relatively few print sources that are still used more heavily than online resources. Beyond the circle, the library space is comparable to a city loft: open, inclusive, comfortable, and full of natural light yet technologically “fully loaded.”

The law library’s reference desk

The library space, costing approximately $2,460,000 to renovate ($150,000 on technology alone), is meant to support the ambitious goal of collaborative learning between students and the professional world, as reflected in every physical detail of the library and its city surroundings. For instance, two “in-library” classrooms are equipped with multiple-media input computer stations, sound systems, audio/video lecture captures, document cameras, projectors, large-screen monitors, and wired desktops, all intended to promote visual educational collaboration. Six smaller study rooms at the perimeter of the library space are equipped with large-screen monitors for students to “plug in” their laptops and collaborate. Most study rooms enjoy natural light from the floor-to-ceiling windows with a south-facing view overlooking the Main Street Garden Park, a recent $17 million creation of the city and downtown interest groups. The open-area floor plan seeks to encourage the melding of “real world” legal practice with educational theorizing, providing an openness that facilitates the information flow between the law students, professional librarians, and law faculty.

Hart believes that the two in-library classrooms will dovetail the legal writing and legal research student experience “in a single collaborative space in which the professors are teaching the legal writing and librarians are teaching the legal research.” First-year law students are required to complete a two-credit writing class taught by law faculty and a one-credit research class taught by library faculty. This “front-loaded” legal research curriculum will lean heavily on a high-tech instructional design partnership between legal research and legal writing.

Challenge No. 1

The obvious primary challenge facing this start-up law school is enrollment in a time when national law school enrollment over the past three years is down 24 percent, with this past year encompassing a whopping 11 percent of that falling enrollment (ABA Journal, December 2013). Coupled with dismal post-graduate employment statistics—only 35.1 percent of all 2012 law school graduates are employed in full-time, long-term lawyer jobs (ABA Journal, April 2013)—and the anti-law-school rhetoric expounded in the media, such as “The Law Glut” (Business Insider, June 2013), “Just How Bad Off Are Law School Graduates?” (Time Magazine, June 2013), and a personal favorite, “Why Attending Law School Is The Worst Career Decision You’ll Ever Make” (Forbes, June 2013), it isn’t a formidable intellectual leap to wonder if educational idealism alone can overcome this trend.

Obviously, the UNT | Dallas College of Law is not immune to these issues. Rethinking the idea that legal education is, by default, expensive, the college and UNT System leaders are striving to provide the most affordable education possible. Acknowledging that costs drive enrollment, the annual in-state tuition rate was set at $12,540 for a full-time student, fixed for years two and three for the entering class, which includes a partial tuition waiver provided by the UNT System. The college is receiving a steady stream of applications well into the hundreds. These applications are currently under review, and admissions decisions are being made on a rolling basis, with several admitted students having already submitted their deposit payments. The initial goal for admission
The commitment to affordability, despite the beautiful technological “bells and whistles,” is reflected in Hart’s collection development plan: no multistate statutes in print and no core law journal print collection, with a practice-oriented collection in place of the more scholarly research collections at many other law schools. According to Hart, “At other institutions, much lip service is paid to ‘yes, we’re here for the students,’ but so often the resources are spent on faculty. As law firms are not willing to spend a year teaching new graduates how to do legal research, we are challenged as a law school to overcome this hurdle. Legal education must change because the employment environment our graduates are entering has changed, and the library at UNT | Dallas is helping to build that bridge by mandatory library curriculum engagement consisting of practical work experience.”

The challenges with respect to the physical space are again amplified with the design and build-out of the office spaces for library support staff. Two offices line the perimeter of one wall, while a “cut-out” window/counter top, similar to a skating rink rental counter, offers a window to the internal offices. In addition, in the original plans, there was no distinction between the library’s technical services and information technology services staff, which are two separate entities with different needs. Hart elaborates, “Even if you’re going to have less books in the library, you still need people to manage the library’s resources with a skill set that is different from the networks and the desktop management and the instructional software managed by the IT department.”

Adding to these concerns is that IT services are not contracted solely for the law school but shared as a centralized University of North Texas service. Hart’s solution included a renegotiation and repurposing of the office space: library paraprofessionals will use what had been planned as the IT office while IT will also be given a designated office space within the library. However, one professional librarian will work out of this enclosed space, making it unavoidable that patron traffic will traipse through the library’s technical services area. Not every architectural challenge can be overcome.

Hart feels that the greatest impact that he has had on the implementation of the plans for the library is the reduction of the amount of originally planned shelving. The original plans called for enough shelves for a collection of 50,000 volumes. Hart envisions a much smaller collection as he considers the impact of the proposed revisions of the ABA Standards, which are friendlier to the concept of reliable access in place of ownership, at least for materials from other jurisdictions and secondary sources (see ABA Standards and Rules of Procedure for Approval of Law Schools 2013-2014, Page 47, Standard 606). While depending upon one format may not align with ABA Standards, the core print collection will be relatively small, consisting of primary federal and Texas materials, general secondary sources as needed for research instruction, an extensive collection of Texas secondary sources, and such other items requested by the faculty to meet instructional goals. For purposes of research, the library will acquire resources “just in time.” For other resources, the UNT | Dallas Law Library will provide an extensive range of electronic resources —those common to law schools—providing reliable access to the materials of other states and subject-specific secondary sources. With this vision in mind, Hart was able to get the amount of shelving reduced to hold a 25,000-volume collection and repurpose the remaining space for more seating with a wider variety of seating types.

The Space Comes to Life

Working to maximize space and facilitate workflow and to construct and execute an entirely new facility with student collaboration spaces, multi-use printers and copiers, wired classrooms, common-area lounges, and plentiful reading areas with natural lighting, Hart is witnessing his ideas made real, creating the space to welcome the first class to UNT | Dallas College of Law, and, in his words, “to truly have practice-ready law graduates with the necessary legal research skills.”

Ginger B. Fearey is a Dallas-based law librarian. She thanks Assistant Dean Hart for being an invaluable collaborator on this project.
A large, glass-windowed foyer draws users into Thomas M. Cooley Law School’s new law library on the outskirts of Tampa Bay in Riverview, Florida. The campus opened two years ago and is the school’s first campus outside of Michigan.

The impetus for a campus in Florida began a few years ago when administrators noticed a desire by some prospective students to study in a warmer climate than that offered by Michigan. After conducting a demographic analysis that examined large urban areas underserved by the number of available law school seats, Cooley’s leaders decided to open a campus in the Tampa Bay area. The search then proceeded to identify an appropriately sized building. As they say in real estate, location, location, location, and this has proven to be a key feature of the campus to its occupants and prospective students. Being located just off I-75 makes for easy ingress and egress for students, faculty, and staff in an otherwise highly congested area.

The building chosen to house the school is a former warehouse/call center. It might appear as though Cooley is setting a tradition of retrofitting warehouses; the May 2005 issue of AALL Spectrum featured an article about Cooley’s renovation of an old warehouse in the heart of Grand Rapids, Michigan. This time around, however, we will discuss the renovation of a newer warehouse on Cooley’s Riverview campus.

Construction and Design

Originally constructed as a warehouse with 132,000 square feet of space, the former call center adapted well to the school’s needs, as it was essentially a big box that we could arrange as needed. The library’s dean, Duane Strojny, and the designated head of public services for Tampa Bay worked hand-in-hand with the school’s Operations Department from the project’s inception, conveying the library’s needs and commenting on the layout of the library. This information was then conveyed to the architects and the construction firm. The team approach worked well and minimized confusion.

Before a hammer ever landed, two plans were submitted. While both plans laid the library out on a single floor, one blueprint envisioned a circular public services desk near the library’s entrance and stretched the staff offices along the west wall with all the outside windows. This plan would have substantially increased construction costs because walls would have needed to be moved to implement the plan. The second blueprint suggested keeping the space largely unchanged and adapting to what was currently constructed for the former call center. Considering the cost savings, this was the route selected, and it had the added benefit of leaving the outside windows primarily for the benefit of library users. The library’s dean did request that one of the inner entrance walls include interior windows. This was a good decision, as it led to an airy, open feel to the library and created a welcoming entrance. Having utilized the space for close to two years, we can attest that the constructed second blueprint has served patrons and staff splendidly.

In the larger scheme, placing the library along the west wall of the...
The 26,000-square-foot library, with the reference and circulation desks in the back to the right

building has been key. The 26,000-square-foot library lays nestled along this wall, with large windows overlooking a small retention pond that houses a family of alligators and other assorted wildlife. Large tables next to the windows command prime library real estate. Looking out at the pond and seeing a scaly snout protrude out of the water reminds relocated staff members from Michigan that they are not in the Midwest anymore, but so does the abundance of sunshine. Walking back from the windows, carrels partially surround an area of soft seating and tables, creating an intimate study space.

Another unique feature of the library includes a raised floor that was used to run wiring for the former call center’s cubicles. Since the majority of the collection is housed in compact shelving, the raised floor works perfectly to hide the railings for the shelving. The print collection, primarily encased within 13,000 linear feet of compact shelving, offers researchers and students access to the mainstays of print legal scholarship while minimizing the shelving footprint and providing an airy, open space for study and research. The compact shelving is broken into two large sections, and a row of large tables separates the two sections. One librarian calls this row of tables "the landing strip" since the tables’ lights, when lit, resemble an airport’s landing strip. A small amount of free-standing shelving at the library’s entrance houses the reference collection, popular legal fiction, videos, and newspapers. The shelving purchased is for a projected 20 years of growth.

Additional cubicles run along the library’s east wall and are a prime spot for students preferring a more secluded area. All in all, there are currently 266 seats available for users in the library. The attractive service desk resides along a straight, 40-foot, wood-paneled desk area topped with an intricate Cambria quartz countertop. The reference and circulation desks are located next to each other, separated only by a swinging door granting access to the area. This layout has proven essential in maximizing staff resources, as oftentimes a reference librarian is called upon to assist with circulation duties. Directly behind the circulation desk lies shelving for reserves and course reserve items. There is additional work space and filing space in this area as well. To the left of the reference desk are additional storage and work areas. These areas are used for processing materials the library receives from publishers while allowing staff to monitor both desks and respond to patrons’ needs. Behind the service desk area and through a door is the staff work area, consisting of eight enclosed offices and eight cubicles.

From Finding a Workspace to Building a Collection

On their first day of work in Florida, the three transplants from Lansing, Michigan, found themselves not only dealing with a new environment but also seeking desks, chairs, and a computer to prepare to assist Cooley’s new class in a week’s time. Construction on phase 1 of the building was essentially complete, but detail work still had to be accomplished and furniture delivered and installed. Having secured temporary card tables, chairs, and a computer by day two, they then proceeded to meet the library needs of Cooley Tampa Bay’s first law school class. As the three worked on course reserves and setting up the library area, workers were busy assembling library seating and furniture for the main library and staff offices. All came to fruition on the first day of school, as the library and staff were prepared to greet the first student.

The next priority entailed building the core collection. The entire library staff was involved in lifting and transporting 25 pallets of books delivered from LexisNexis and Thomson Reuters. These pallets would constitute the core of the library’s collection: reporters, statutes, treaties, and Florida material. Cataloging and the majority of technical services functions were still conducted in Lansing, but any large orders that had already been cataloged for the school’s other locations were sent directly to Florida by the publishers and processed by local staff. The library was fortunate to have one staff member relocate from technical services in Lansing and move into a circulation team leader role. This individual was invaluable in creating item records and in training the rest of the staff in processing the materials. From the May 1, 2012, opening until the end of 2013, a core collection was established with more than 20,000 volumes being processed and placed on the shelves.

The inviting space and resources have made the library the centerpiece of a remarkable transformation and a welcome center of study and research for all users.

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What Does Public Access Look Like?
The Los Angeles Law Library Undergoes a Dramatic Transformation

By Sandra J. Levin and Jaye Steinbrick

Mid an entire civic center of gray-white buildings, the newly renovated Los Angeles County Law Library demands attention in bright sandstone brick preceded by a long, gently sloped walkway—an open invitation to the curious to explore what lies inside.

Meeting Crisis with Creativity
In 2007, it became apparent that water damage from the leaking walls and roof at LA Law Library was a significant threat to one of the largest public collections of legal resources in the country. To prevent water protrusion into below-grade sections of the library, crews would need to dig a trench 30 feet deep around the exterior of the building and install a French drain system. Four years of planning, designing, public bidding, and creative problem-solving ensued. The library’s board members refer to the result as “lemonade from lemons.” The threat became an opportunity to create a more inviting, service-oriented, efficient, and open space, inside and out.

Inviting the Public In
From the outside, the new look is dramatic and conspicuous yet unmistakably a public building, open to all. The entire building was coated with a rubberized paint to act as a water barrier protecting the concrete exterior walls. A burnt sienna sandstone color was chosen as a tribute to the color of the library’s original location inside the “Red Sandstone Courthouse,” which served the public from 1891 to 1936. Water-wasteful lawns were replaced with drought-tolerant shrubs and cacti in a dramatic desert motif. The result is not only water-resistant but visually striking. LA Law Library is no longer a “well-kept secret” tucked inconspicuously into downtown Los Angeles. The vivid new look challenges the classic imagery of libraries. This library does not shush; it shouts!

Meanwhile, the nontraditional look also conveys unambiguously that this is a civic building open to the public. Gold-toned reproductions of the seals of the state of California and the courts had long adorned the wall above the main entrance. During the renovation, the gold leaf was polished and offset against black frames, giving a striking touch to the front of the building and announcing with luminous clarity that this is a public agency.

The new frontage also includes a public, useable outdoor space. The patio and broad walkway with a gentle, accessible grade provide easier access from the sidewalk and public parking garage, as well. In fact, shortly after the renovation was complete, the new patio and walkway became the site of the first-ever Public Legal Services Fair, where dozens of agencies set up booths to provide free legal and social services to the public. While the results of that event were particularly dramatic, drawing more than 1,000 people in a single day, there is no doubt that each and every day more people notice the law library, find their way to us, and gain access to a whole world of useful resources.

Expanding Access and Improving Service
Inside the building, the transformation focused on service and access. Given the ample size of the main floor’s public area, designers might have been tempted to create the cozy, intimate corners and cubicles often seen in community libraries. LA Law Library chose instead to emphasize openness and access by using glass and open spaces to create literal and figurative transparency in this government agency.

Maintaining one large open space for patron use allows patrons to quickly see which resources are open and available, provides open tables with room to spread out, and offers maximum flexibility to reconfigure the space as needed to accommodate lectures, events, and even concerts. The public tables were also equipped with electrical outlets for laptops and other portable devices.

The reference desk was expanded to enable four librarians to serve patrons at the same time, doubling the capacity.
The expanded reference desk

The number of public computers was increased from 12 to more than 30 workstations, and, importantly, a bank of the public computer stations were moved directly in front of the reference desk. Although privacy issues were a potential concern, it turned out that patrons do, indeed, prefer the convenience of ready reference assistance and regularly select this bank of computers first.

Patron access to staff is now visual as well as physical. Staff work areas are not hidden from the public, who can view into the desk areas of most public service staff through glass walls and doors. This creates a feeling of trust and openness, allows effective visual cues that support staff at the public reference desk, and provides better customer service for patrons.

A quiet, separate members' study was also added as part of a fee-based membership program. Again, however, the study is separated from the main reading room by a clear glass wall that creates quiet transparency. The view into and out of the members' study through this glass wall provides both tranquility and a feeling of being part of the larger, more spacious environment. The signage is large and colorful with prominent red lettering. Before the new signage, staff spent time escorting patrons to the copy center, restrooms, and frequently used areas of the collection, taking precious time away from other patron services. The new signage provides patrons as well as staff with an easier, more efficient way to get patrons where they need to go. The net result of these design changes is that the law library has an open, accessible feel and patron attitude is increasingly more positive.

Enhancing the Sense of Community

The way the space was adapted honors and serves the community by addressing the community's needs and respecting its values.

Two areas within the library that were previously closed to the public were opened and dedicated to public service. The larger space, called the Training Center, can be set up in a variety of configurations, including theater style (up to 75 people), board meeting style (up to 45 people), and classroom style (up to 35 people). The Annex holds 20-30 people and is ideal for smaller classes or legal aid clinics involving one-on-one consultations. These spaces have both become sites for regular classes and workshops addressing the needs of unrepresented individuals urgently seeking legal resources and access to justice.

At the same time, the renovation respected many of the historic aspects of the law library's design and architecture, protecting the sense of community that comes from shared history and experience. For example, the unusual oval vitrine has been the focal point of the lobby since it was designed by renowned architect Austin, Field & Fry and installed in 1953. Similarly, the original blue pearl granite on the exterior of the building was removed piece by piece, using a manual hammer and chisel technique to avoid breakage. The stone was then resurfaced and reinstalled after the main entrance was completed. It is important that patrons who have been frequenting the law library for 30 or 40 years—as well as those who simply treasure these small bits of Los Angeles history—do not feel disenfranchised.

Finally, the renovation reflects the community's commitment to the environment and responsible, sustainable development. The massive reroofing project utilized a new Leadership in Energy and Environmental Design-certified PVC roofing material to block the sun's UV rays and reduce the amount of heat typically absorbed by standard roofing products by more than 50 percent. Traditional lighting was replaced with LED and compact fluorescent bulbs wherever possible. The drought-tolerant landscaping has significantly reduced water consumption. The renovation protects and enhances without a hint of extravagance because that is what the community expects of its government agencies in these economic times.

Continuity

When the building was initially constructed in 1953, the conclusion of the library's announcement brochure proudly stated, “Today we have this new building and a great library. We dare not prophesy what the future will hold . . . . We do know that it will continue, to the best of its ability, to serve the legal profession and the public.”

We grow, change, and turn our architecture and attitudes outward to the community, and, as predicted, we continue to serve to the best of our ability.

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The Tip of the Iceberg

Legal intelligence platform delivers “Insights”

By Jeffrey A. Bois

Foley & Lardner LLP, one of the nation’s largest law firms, maintains 20 offices around the world, from Chicago to Shanghai, from Boston to Brussels. Those physical locations, however, are an insufficient indicator of the much broader reach of the firm’s work, which covers virtually the entire globe and has recently included engagements such as the $2 billion sale of the Los Angeles Dodgers, the single-largest transaction ever executed for a professional sports franchise, and a Japanese client’s acquisition of a biotech company with breakthrough technology relating to adult stem cells.

Above: Jeffrey Bois, director of research & information services at Foley & Lardner, leads a training session on Foley Insights.
The story is much the same for the law firm's libraries. Foley's 40 physical libraries represent just the tip of the iceberg. The library function of the modern international law firm encompasses far more than caring for the photogenic rows of legal volumes so often associated with the practice of law in our imaginations, movies, and late-night television commercials.

As my own title—Director of Research & Information Services—indicates, the firm's library arm is concerned, first and foremost, with the delivery of information to attorneys and staff. The information we deliver comes in many forms, and it can be thought of as falling into two large categories: research directly relevant to the matters on which attorneys are working (e.g., judicial opinions, patent filings, or real estate records) and "competitive intelligence."

From Patchwork to Portal
Finding an effective method of aggregating and delivering critical competitive intelligence has been a perpetual problem for law firms. Until recently, many firms relied on a patchwork of incomplete and ineffective ad hoc measures—from subscriptions to industry trade magazines to setting Google alerts—to get the job done. In those instances where competitive intelligence is needed immediately, such as with RFPs, the process can often resemble a fire drill.

As we searched for a solution to our competitive intelligence needs, we knew certain feature functionalities were critical. First, we required the ability to gather a wide range of information sources under a single umbrella. The sheer number of information sources available today can have a paralyzing effect, so having a single intelligence delivery platform would address one of the biggest concerns of our attorneys and staff: information overload. Distributing intelligence through a single channel would make the prospect of reviewing and discovering usable information less daunting.

Second, the tool needed to collect the right intelligence from the greatest range of sources (including, for example, informative Twitter feeds) and then provide the results in a range of formats to suit the needs of our attorneys and staff, including email and mobile-friendly formats.

Finally, and perhaps most important, we knew from the start that we wanted our intelligence tool to be customizable for each individual at the law firm. To have real value, our approach would need to deliver the highly specific and individualized information that any given member of the firm wanted to track, which would be different in each case. A corporate partner who works with start-ups, for instance, will be interested in a different universe of news than a partner in his group, sitting right across the hall, who works for large companies in the hospitality industry.

The customization function was particularly important for us at Foley, given that we have more than 900 attorneys around the globe, all with their own distinct areas of experience. The understanding that we would need a customizable product led us to reject early on a number of alternative approaches. Developing a newsletter product for each of the firm's practices, for instance, might have been of some value to the practice members, but it could not have delivered information tailored to each individual's own particular business development goals. It also would have required a tremendous amount of librarian time to locate and curate content that may have had only limited relevance to a limited audience.

Based on the above considerations, we turned in the direction of an aggregator-like product. We knew that news aggregators existed, but we were not entirely certain how robust their offerings would be, how well they could match our needs, or how well they would accommodate the sometimes unique aspects of the legal industry.

A Nimble Partner
We began assessing tools last spring, first creating a metric to analyze how well they met our various requirements. Within three months, we were piloting a service by Manzama, a new player with tools for the dissemination of intelligence tailored to the legal industry. As it turned out, we had found the right partner.

Manzama's interface checked all of our required boxes: It allowed us to gather much of our intelligence on a single platform; it had the breadth of coverage we needed, including news articles, blog entries, press releases, and social media; and it would be available to our attorneys in a multitude of formats (e.g., an online dashboard, a daily email push, and a mobile app). Furthermore, it offered the critical ability for users to create their own profiles, through which they could specify exactly the terms in which they were most interested.

Just as important were the benefits that we had hoped but did not expect to find in typical aggregators. Manzama had a clean and consistent presentation, with separate tabs for news and social media, as well as charts offering a visual display of how often a specified term had been mentioned over time. The ability to filter news by client and the fact that its search engine "knew" the legal industry were features that made a critical difference for us. In addition to allowing searches...
by client name. Manzama allows users to search for content by legal practice areas, industries, and competitor firms, and its searches in these areas had a built-in legal taxonomy (increasing the chance that it would pick up relevant content, even when the exact terms were not used).

Working with a smaller partner turned out to be an advantage, as Manzama proved willing to work with us on the adjustments we required in our testing phase. One important decision we made was to brand our internal service under our own name rather than the service provider’s. We wanted our attorneys and staff to have the assurance that this was a product coming from their own library department and one that had been vetted for their needs. We called it Foley Insights by RIS (for Research & Information Services), and now it is the first thing that many of our personnel see on their computer screens each morning: relevant intelligence proactively pushed to each individual at the right time, on the right device, and with limited librarian intervention.

**A Proactive Rollout**

One of the benefits of Foley Insights is that it does not require action by the users, replacing the older manual approach that required attorneys to sift through multiple feeds and filters. Once their searches have been set, the Manzama technology proactively searches for content in real time, and it also pushes out a daily email with the top five results for each of the user’s topics.

We took the same proactive approach to the rollout of our Foley Insights within the firm. Beginning with the firm’s management committee, the RIS Department completed member profiles, adding searches for each partner’s top three clients and practice areas of interest. Then we simply turned on the product for them. We went through the same process for ever-widening groups, including partners, associates, and paralegals. We sensed that this proactive approach would lead to more widespread use and more widespread recognition of Foley Insights’ benefits than a rollout that merely solicited interest and required users to input their own information. Now that Foley Insights is up and running, users can edit and tailor their searches as they wish.

Eventually, we included all relevant professional staff in the Technology, Finance, Marketing, and other departments, furthering the message that virtually everyone at Foley can contribute to our business development culture. In addition, Foley Insights provides news directly relevant to our support staff. For example, an office administrator might be interested in tracking commercial real estate news in his or her area.

In total, more than 1,000 users are now subscribed to Foley Insights, which could not be called anything other than a success. Not only has it helped the firm draw in information far more efficiently, but it also facilitates its dissemination to clients and prospects. With the latest industry and legal developments at hand, attorneys have immediate access to topics for blog posts and client alerts and the ability to forward clients articles of interest. The latter is an example of an outcome of Foley Insights that is particularly rewarding to our library department, as it extends a direct line from us to our clients. The firm has even used the technology behind Foley Insights to create a dedicated information resource for the manufacturing industry, which the firm has served for 170 years. Through its Legal Innovation Hub® for NextGen Manufacturers, the firm aggregates and shares information on technologies and business strategies of pressing interest to 21st century manufacturers.

We often hear how Foley Insights works precisely like we had envisioned when we began the project. A high-profile partner of the firm, for instance, shared that while on his way to visit a client, he received an alert through Foley Insights about a story relating to the client. He walked into the meeting armed with knowledge he otherwise would not have had, and he was able to impress his client by showing how informed he was about their business.

It is a revealing example, but just one of a multitude of ways in which Foley Insights is making a difference at the firm. You could call it the tip of the iceberg.

**Jeffrey A. Bois**

Director of Research & Information Services, Foley & Lardner LLP, Boston

Foley Insights is available to attorneys in a multitude of formats.
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“The Annual Meetings have been very valuable to me, particularly the ideas, knowledge, friendships, and experiences that have stayed with me long after the actual Meetings concluded.”

Molly Brownfield
Director of Research
at Kelly IP, LLP
The wisdom of this resolution was apparent less than a year later when British troops marched on Washington and set fire to the Capitol, burning down the newly established Library of Congress, then housed within the Capitol. Pickering, a lawyer and a former judge and cabinet officer, doubtless understood the value of preserving government information, both for the young nation generally and for its legal community in particular. His resolution to create a depository program marked the beginning of the legal community's deep influence on the production and preservation of government information.

Two hundred years later there are approximately 1,200 libraries engaged in the national government information program known as the Federal Depository Library Program (FDLP). One sixth of those libraries are law libraries, with approximately 150 academic law libraries and 50 court libraries participating in the program. The participation of academic law libraries increased significantly in 1978 with the passage of a law that allowed all such libraries to enroll in the program without the need for congressional designation. At the time the bill was signed, only 15 academic law libraries participated in the FDLP. Most of the remaining law school libraries recognized the significant value of this opportunity and quickly joined the program.

Despite the undeniable financial pressures academic law libraries are facing, the FDLP still provides value and can mitigate rather than exacerbate financial pressures if managed properly.

Today the elements of the bargain have changed, but we would argue that the value has not. That the FDLP was a mutually beneficial “win-win” partnership between the federal government and law libraries was an obvious fact until quite recently. Today a library’s title and volume count reports to the ABA and the Association of Research Libraries can include those items to which it has reliable electronic access, as well as items it possesses in tangible format. Most, if not all, documents received through the FDLP are now available in electronic format. With the change in how volume and title count are measured, academic library directors soon began examining their FDLP selection profile and, in many cases, began questioning the value of participation in the depository library program. The recent contraction in law school enrollment and resulting budgetary constraints have made such questioning particularly sharp in the past year.

There is also an impression among some directors that FDLP participation involves extra staff costs. This may have been true when the flow of tangible materials was great. As a cost-saving measure, many libraries chose not to recatalog items with LC call numbers.
and relied instead on the Superintendent of Documents or SuDoc classification that was reassigned to the documents. In the past, this often meant a full- or part-time staff member dedicated to processing government documents and shelving and filing the materials according to the specialized SuDoc numbers that few others understood. Today, with the greatly reduced number of items received in tangible format, FDLP shipments can easily be processed with other materials and integrated with the main LC collection.

Depository services can be promoted to our partner institutions as part of an institutional commitment to community service—and access to justice.

GPO does require that FDLP libraries designate a depository coordinator, but this role can be a benefit to the library. With the new emphasis on training students in legal practice skills and the continuing emphasis on assisting faculty with their scholarship, we need to be even more proficient and conversant in the complicated landscape of legal and government-related government information. Having a public service or reference librarian serve as the depository coordinator can support our efforts to work with students and faculty. Depository coordinators can benefit from the free training offered by GPO and the state, national, and international networks of government information librarians. They can be the experts in legislative history or in tracking down regulatory changes, assisting patrons, and training other staff.

Another requirement of concern to some law libraries is that publications received through the FDLP be “available for the free use of the general public.” This may be a deal-breaker as some law libraries have chosen to close their doors to the public. But many law schools are interested in access to justice. Depository services can be promoted to our partner institutions as part of an institutional commitment to community service—and access to justice.

The Digital Depository Future

If it is possible for libraries to freely access all of the government publications available through GPO and other federal agencies or to access them through commercial vendors, why should we participate in the FDLP and what is the nature of the FDLP-library bargain in a wholly digital information environment? GPO, which may soon be renamed the Government Publications Office, will continue to be the central repository of authentic and official government information. But just as Congressman Pickering was wise not to place the records of Congress all in one basket 200 years ago, it is more critical than ever that we maintain a robust, distributed network of government information in a digital world. In October of 2013, the federal government shut down over a budget impasse. Some federal agency websites were still accessible but the content was not being updated. Other websites were completely unavailable. Distributed access to government information is essential.

In a 2005 article in the Journal of Academic Librarianship, “Government Information in the Digital Age: The Once and Future Federal Depository Library Program,” authors James A. Jacobs, James R. Jacobs, and Shinjoung Yeo argue that “In the digital environment, a system in which the responsibility of preservation and access is shared among distributed depository libraries will provide a better, more secure environment than a monolithic, government-controlled database.” The article went on to call for direct digital deposit of electronic files to those depository libraries interested in housing electronic collections. After some initial hesitation, GPO agreed and now offers digital deposit through the LOCKSS-USDOCS program and through many other focused partnerships with individual depository libraries.

Just as Congressman Pickering was wise not to place the records of Congress all in one basket 200 years ago, it is more critical than ever that we maintain a robust, distributed network of government information in a digital world.

In the past, law libraries depended solely on commercial publishers to provide enhanced access to primary legal materials—for example, annotated statutes, case digests, and citators. No doubt we will continue to rely heavily on commercial vendors going forward. But as the law library community develops increasingly sophisticated digital partnerships with state and federal government agencies, we also will play a role in offering enhanced access to government information. By repackaging and analyzing information and by making connections across databases in new ways that promote legal scholarship and are otherwise useful to our patrons, some law libraries will become publishers as well as repositories of information. Academic libraries are already doing this, individually and through consortia.

A Place at the Table

AALL, with its engaged membership and the talented and dedicated staff of its Government Relations Office in Washington, D.C., has long played a role in expanding access to government information and supporting the work of government information agencies such as GPO, NARA, and the Library of Congress. We have fought to ensure free permanent public access to official and authentic government information, whether in digital or tangible formats. As librarians we understand the fragility of digital information and the need for adequate funding and staffing at those agencies charged with creating and curating government information.

Part of the Association’s ability to positively shape government information policy lies in our active participation in the FDLP. It is critical that law libraries continue our deep engagement with the FDLP as depositories move from print to digital distribution. The barriers to entry in the program are lower than ever before. We can fully integrate electronic records into library OPACs, and participation requires far less (if any) shelf space and dedicated staffing. We have an important role to play in the next 200 years of the partnership between libraries and the federal government.
Beyond Our Boundaries

Quick day trips to take while visiting San Antonio

By Stacy Fowler and Liana Morales

Many people combine time spent at the AALL Annual Meeting with their vacation. If you are one of these people, you are in luck! There are many historic landmarks, cultural attractions, and fun destinations that are a reasonable distance from downtown, and you won’t be disappointed with any of them. If you are looking to combine your San Antonio conference trip with a relaxing getaway, here are some suggestions for quick day trips that you can take in and around the San Antonio area (approximate travel distances from downtown San Antonio and URLs for each attraction are included).

Emerald Lake at Natural Bridge Caverns is a very active part of the cavern, with a nearly constant drip of water supplying the glistening surface of the flowstone that surrounds the pool of water. The water in Emerald Lake appears green due to the refraction of light through the pool.

Photo courtesy of naturalbridgecaverns.com
Attractions

Fiesta Texas and Sea World
(both about 20 miles)
www2.sixflags.com/fiestatexas and seaworldparks.com/en/seaworld-sanantonio

Theme park fun for all is available right here in San Antonio at both Sea World and Six Flags: Fiesta Texas. At Six Flags, visitors can venture through themed areas such as the retro Rockville, western Crack avalanche Canyon, and festive Fiesta Bay Boardwalk. For the biggest thrill, make sure to take a ride on the new Steel Rattler, or for a more relaxing time, sit back and enjoy one of the many daily musical and variety shows.

Sea World guests can stroll through the lush gardens, learn about conservation efforts, and participate in a marine animal tour that includes dolphins, belugas, sting rays, and sharks. At Rocky Point Preserve, visitors can watch seals and sea lions and have a chance to feed them. The park also boasts some of the most exciting roller coaster rides in Texas, like the Steel Eel and the Great White.

Retama Park (20 miles)
www.retamapark.com/index.html
If you arrive in San Antonio early enough (or stay a few extra days), there is live horse racing every Friday and Saturday night at Retama Park, located just outside San Antonio’s city limits in the town of Selma. Retama also offers simulcasting daily beginning at 10:30 a.m.

Schlitterbahn (35 miles)
www.schlitterbahn.com/nb
Located in New Braunfels, Schlitterbahn, one of the Travel Channel’s top 10 waterpark picks, is a fun way to cool off during scorching hot weather. There are water slides of every kind including twisty tunnel slides, tube slides, racing slides, and water coasters. Rides range from the more relaxed Congo River Expedition to the adrenaline-pumping Down Racer. Other attractions include swimming and activity areas for small children, relaxing beach-style pools, and something called “Dragon’s Revenge.” This park is the perfect way for families and groups to spend a summer day.

Shopping

The Shops at La Cantera and The Rim (16 Miles)
www.theshopsatlacantera.com and www.therimsa.com
Near Six Flags: Fiesta Texas are two bustling outdoor malls that offer everything from a high-quality movie theater to a plethora of restaurants to shops for every taste. Some features of The Rim include Bass Pro Shops, the two-story Santikos Palladium movie theater, and Mimi’s Café. Enjoy La Cantera’s lush outdoor landscaping while visiting high-end shops and designer boutiques such as Coach, Burberry, Free People, Juicy Couture, True Religion, and ZARA, to name a few. Relax and have an icy cold drink at any of La Cantera’s many restaurants and patios. La Cantera also features resort-style golfing, including a course designed by legendary golf pro Arnold Palmer.

Tanger Outlets and Premium Outlets
(45 miles)
If you are looking to do some substantial discounted shopping, you might want to consider a trip to the outlet malls in San Marcos. Any of the shops at the Tanger Outlets will offer great deals on apparel, sports gear, shoes, accessories, and gadgets. With so many options, it might be tricky to make enough room in your luggage for your trip home. The Premium Outlets usually offer incredible designer finds at a reasonable cost. View the website for the complete list of shops and restaurants.

Wildlife and the Great Outdoors

Friedrich Wilderness Park
(20 Miles)
www.sanaturalareas.org/sp/index.html
This peaceful sanctuary is open daily from 7:30 a.m. until sunset and offers numerous trails for different skill levels. The wilderness park is well-known for the various birds that make their habitat nearby. Highly visible trail markers and directions help visitors feel comfortable as they make their way through this scenic park. Nearly the entire park is under shade, which offers a picturesque refuge from the summer sun. Visitors can view the website to plan a trip, view maps, and learn more information.

Natural Bridge Caverns and Wildlife Ranch
(30 miles)
www.naturalbridgecaverns.com and www.nbwildliferanchtx.com
Natural Bridge Caverns is where science, history, and nature come together in one breathtaking place. The park is a rocky underground wonderland of stalagmites and columns, shimmering calcite, and slimy-looking flowstone. It’s all here at the largest natural underground space of its kind in all of Texas. Visitors are encouraged to take a tour to explore the cavern systems that made this area famous. It’s a trip that is great for groups and for making fun new memories.

Close by is Natural Bridge Wildlife Ranch, offering a Texas-style drive-through African Safari. Visitors can buy a bag of snacks to feed some of the animals they encounter along the way. Other activities include a petting barnyard where visitors can get close to adorable goats and llamas, and a Walk-A-Boat that features a giraffe barn and Lemur Island, exhibits that closely mimic the natural habitats of these animals.

Bracken Cave (28 Miles)
www.batcon.org/index.php/bats-a-people/save-bracken.html
Located in Comal County, Bracken Cave is the summer home of the largest colony of bats in the world. In fact, it may well be the largest colony of mammals on the planet. Nightly from March through October, millions of Mexican free-tail bats take flight in the middle of the beautiful Texas hill country. It is quite a spectacular sight, one that visitors won’t soon forget.

Jacob’s Well Natural Area
(66 Miles)
jacobswellspring.org
Located in Wimberly, this historical natural area boasts an interesting and unique place to swim and explore. Jacob’s Well is widely considered to be a precious geological location in Texas. It is an artisan spring that is perpetually surging thousands of gallons of water.
Not only that, but it also hosts adventurous scuba divers who are lured from all over the world to explore its system of underwater caves. The website offers a bevy of information regarding the surrounding wildlife, plant life, and geologic information. Tours are available on Saturdays at 10 a.m.

**Hill Country Wine, BBQ, Dance Halls, and More**

**Enchanted Springs Ranch** (30 miles)  
www.enchantedspringsranch.com  
Pistol Packin’ Paula puts on a show at Enchanted Springs Ranch. The world champion gun spinner is one of the main attractions at this 86-acre Western theme town, animal park, movie set, and working ranch roughly 30 miles northwest of downtown San Antonio in Boerne, Texas.

**Fredericksburg** (70 miles)  
www.fredericksburg-texas.com  
Fredericksburg, located 70 miles from San Antonio in the heart of the Hill Country, was founded in 1846 by German immigrants. The town has been featured in virtually every travel magazine as well as *The New York Times*, *The Wall Street Journal*, and on HGTV, making it a popular vacation destination. Fredericksburg boasts a beautiful, historic main street, amazing shopping, excellent restaurants, and a plethora of bed and breakfasts. One of the biggest attractions of this town, however, is the many wineries and vineyards in the area (about 27 total). Along Fredericksburg Wine Road 290, you can witness a scenic countryside reminiscent of the wine-growing regions of central Italy and the Rhone Valley in France, all while visiting the 13 wineries that can be found along U.S. Highway 290.

**Driftwood** (73 Miles)  
www.driftwood.texas.com  
If you’re looking to taste some of the best barbecue in the world, plan a visit to the Salt Lick BBQ, open daily 11 a.m.-10 p.m. The restaurant has been featured on television shows such as *The Best Thing I Ever Ate* and *Man vs. Food*. Driftwood is also known for its wineries, including one on the grounds of the Salt Lick Ranch and the Driftwood Estate Winery. The town is quiet yet offers delightful historic discoveries at nearly every turn.

**Gruene** (36 Miles)  
www.gruenetexas.com  
As you make your way back to San Antonio from an I-35 excursion, enjoy a scenic dining experience by the Guadalupe River at the Gristmill in Gruene (pronounced “green”). The historic town is more widely known as a neighborhood of New Braunfels, but it’s a nice departure from big city life. Gruene Dance Hall has been in operation since 1878 and is still offering great live country music. There are a few antique and specialty shops tucked away for new visitors to discover as well.

Have Fun!  
The Annual Meeting is a great time to take advantage of education and networking opportunities, catch up with colleagues and friends, and recharge your creative batteries. But don’t forget to have fun and take advantage of this beautiful area of the country. We can’t wait to see you there!
Yin & Yang in Legal Research Instruction
Finding the balance between tradition and technology
By Michelle Hook Dewey and Heather J. E. Simmons

On the same cold but sunny day last January, two librarians began a new stage in their respective careers at the same law library. We are both tenure-track reference librarians who teach a one-credit pass/fail legal research class for first-year law students, but that is where the professional similarities end. Heather had, after a stint in academia more than a decade earlier, arrived in the cornfields of Illinois directly from a corporate library. Michelle emerged straight from library school. Though not a Luddite, Heather had learned in a physical classroom and been instructed primarily by print materials. Michelle had both learned and taught in virtual, physical, and hybrid environments. Moreover, despite having learned print in both law school and library school, Michelle was a mere decade shy of being considered a “digital native.”

Naturally these differences in teaching and learning experiences resulted in divergent ideas and strategies as to how to develop our respective courses. During the more than seven months that we had to prepare to teach, we often found ourselves consulting each other on how to handle a variety of issues. We did not always decide to do things the same way, but the discussions that occurred helped us each to maintain a balance between classic and emerging tools, technologies, and pedagogies. These discussions led first to a presentation at the Mid-America Association of Law Libraries’ 2013 Annual Meeting and then to this article.

One of the challenges facing our profession today is how to implement the best of what’s new without losing the best of what’s old. In our shared quest to meet that challenge, we discovered three key lessons we would like to share.

Lesson 1: Purposeful Application Required for EVERYTHING! (P.A.R.E.)
Anyone who has watched a presentation or read an article about emerging instructional techniques and technologies has been told not to use the tools without a pedagogical foundation. Yes, the toys may be fun, shiny, and new, but they should be implemented only when they advance student learning.

This guidance should not only be heeded, it should be expanded. When legal research instructors prepare their courses, they must also ask whether the traditional content coverage or mode of instruction is likewise advancing student learning. Often we incorporate content or instruct in a particular manner because it is what we have always done. Instructors must ask themselves if they are including traditional techniques or material for reasons other than sentimental attachment or custom. Likewise, sometimes new pedagogies and technologies get us so excited we are tempted to throw out the baby with the bathwater.

It is necessary for all legal research instructors to pause and assess their planned methods and tools against outlined learning objectives. Whether one is at the traditional or emerging end of the spectrum, all methods or tools must be utilized for the advancement of student learning. Ask yourself: What is the pedagogical purpose of this? How will this content/method/tool advance student learning? Is it helpful? Is it necessary? The answers to these questions should be the driving force in choosing to retain or omit content coverage in the same way we would make an assessment over a new learning technology.

Just because there is a cool new toy does not mean we need to use it. We must also recognize that just because we have always done something a certain way does not mean we should continue to do it that way. One of the key steps to finding balance is remembering to apply this lesson universally.

Lesson 2: Find Partners
Everyone needs a yin to their yang. We were fortunate to show up at the same place at the same time, but there are lots of places to find a partner. Keep in mind: partners do not have to be equal partners. Nor do they need to be within the same institution or even be librarians. What is important is that you find people who sit near the opposite end of the spectrum who can help you find balance by providing the counter argument when you want to add, cut, or experiment. These individuals can help elevate what would otherwise be a flat internal dialogue.

Potential partners for those on the traditional end of the spectrum would be other librarians who come to teaching with different instruction and learning experiences than oneself. It is perpetuating stereotypes to label all younger law librarians as technophiles who embrace everything new and all older law librarians as Luddites who are resistant to change. Instead of focusing on age or years in the profession, look at the specific backgrounds of potential partners. These individuals may be within your library, your law school, or your larger institution. They may also be found through blogs, conferencing, and professional networks like AALL and regional associations. For example, you might check out the Research Instruction and Patron Services Teaching Legal Research Round Table at the upcoming AALL Conference in San Antonio. They may also come from other arenas such as those who work in IT or people from law school or university learning centers. You may even

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find that the right partner for you is someone from another unit on campus who has worked with some of the newer tools, delivery formats, or teaching methods within their discipline. Those librarians who find themselves more on the emerging end of the spectrum will want to find partner instructors with substantial traditional teaching experience and other law librarians who were classically trained and have seen the evolution of legal research first hand. It is also important to find individuals with institutional knowledge about the place you work and the students that the school attracts. This information will be essential when making determinations about tradition and technology because it identifies both target skillsets for the students and the students’ classroom expectations.

Partnering is essential. Although we often know the counter-argument to our views, the value of debating alternative opinions and techniques is immeasurable. Often in our partnership, the discussions do not change our original plans; however, they have helped us improve on our prior plans. Two heads always think better than one—even where there is one ultimate decision-maker.

**Lesson 3: Keep an Open Mind; the Conversation is the Most Important Part**

Last, remember that you do not have to adopt or give up everything, but you can no longer be an ostrich with your head in the sand. Law librarians across the spectrum must remain open-minded when considering whether to implement something new or keep doing it the traditional way. We need to work together to find the best balance of new and old techniques and methods.

It is important for all of us to remain receptive and listen to varied ideas. We recognize that there is some controversy as to whether the Google generation’s brains learn differently, but it is increasingly difficult to ignore that something is happening to the way humans think in light of technology. A 2011 study titled “Google Effects on Memory” appearing in Science concluded that people now remember where to look for some information rather than the information itself. Whether or not you accept this idea is irrelevant because each of us can improve our instruction methods. We should all continually reevaluate our teaching styles to ensure that our students are receiving the best possible instruction. Even if we accept the premise that students are the exact same as they were 20 years ago, we now know more as a society, at a psychological and neurophysical level, about how the human brain works and how it receives information. Moreover, while some argument may exist as to whether the students have changed, the tools of legal research have changed, as has the practice of law, for that matter. These factors alone indicate a need for reevaluation.

As legal research instructors we have an obligation to be a part of the conversation about learning. This means listening to what others are saying and doing. It does not mean agreeing whole-heartedly or changing everything that we do. It means not just listening, but *hearing* the other side. You may be surprised what ideas actually meld with or represent those methods and assessments you are already using. Think about a cookbook. If you buy a 300-page cookbook, and, after reading the whole book cover-to-cover, you find only a single recipe for meatloaf that helps you improve your existing meatloaf, as well as a general idea to create a new recipe featuring an innovative ingredient you never considered before, then the cookbook has been a great success.

**Old and New**

In the end, the goal is to do whatever will help our students best learn the skills they need to be successful. As the “real world” keeps spinning and changing at breakneck pace, this becomes increasingly difficult. When considering whether to keep teaching a concept the time-tested way or to adopt a new technology, the most important thing is to keep an open mind and be willing to listen to new (or old) ideas, to ensure that all your methods are purposeful, and to engage in partnerships that will help you both question and grow. In this way we can implement new tools and technologies without losing the best of what we have done in the past.

_Michelle Hook Dewey_ (madewey2@illinois.edu), Reference Librarian and Assistant Professor of Library Services, Albert E. Jenner Memorial Library, University of Illinois at Urbana-Champaign

_Heather J. E. Simmons_ (hsimmons@illinois.edu), Assistant Professor of Library Services, Albert E. Jenner Memorial Library, University of Illinois at Urbana-Champaign

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During the AALL Annual Meeting in Seattle, Whitney Curtis (deputy director at UC Hastings) and I took some time to return to the EMP (after the West party) to visit the science fiction and fantasy exhibit. While I always knew Whitney and I were similar in how we approach our jobs, I had no idea we had such similar (and dorky) interests outside of work! I’ve never had so much fun quoting The Princess Bride and sitting on an iron throne.

—Ashley Krenelka Chase, Library Administrator, Reference and Emerging Technologies, Dolly and Homer Hand Law Library, Stetson University College of Law, Gulfport, Florida

Two words: Tough Mudder. We ran 11 miles in the mud while being shocked, jumping over fire, dunking in an ice bath, and generally weaving in and out of obstacles. All in all, it was a fun day that took a lot of teamwork. We were better friends and colleagues after the experience.

—Jamie Baker, Reference Librarian, and Jennifer Park, former Head of Circulation, Brennan Law Library, Thomas M. Cooley Law School, Lansing, Michigan

I have had two. First, on one of our annual off-site retreats many years ago, the first morning began with team-building exercises. There were three or four short activities, one to build something out of an array of simple things like paper, glue, and off-bits of things. Another was to grab odd clothing, boas, hats, etc., and quickly dress silly, like musical chairs. Everything was timed and there were no real instructions, so we experienced artificial stress as individuals and as a team. However, it was so pointless in terms of what one had to accomplish that it was great fun and full of boisterous laughter. The team got better, if not more competitive, as we moved from one short challenge to the next. The key was having a team dynamic under time pressure while also learning how to do so with a sense of humor, the greatest equalizer and governor for group interactions of every kind.

The second was at an AALL pre-conference where we were individually given a sheet of paper with a fact pattern that required us to use only a few items to cross a water mass to get to safety. It seemed simple enough, but it wasn’t. Results were not shared . . . you simply wrote down your solution for later comparison. Then we were randomly grouped into teams and given the same amount of time to solve the same problem. We compared our individual success with the team’s success, and, in every case, the team was more successful than any individual in finding the best solution to get us to safety. We all laughed at the various “solutions” that we came up with to save ourselves but also marveled at how clear it was that a team effort was always better, even if only marginally for some.

In both instances, the tasks had nothing to do with libraries or our work environment, so there was no sense of professional failure in the task. Both experiences were fun and invigorating for everyone. We got to know each other better and discovered how important it is to work with people who think differently than you to arrive at better workplace solutions. But it also gave us a new, critical skill: to have a sense of humor in everything. It relieves stress while bonding the group.

—Shelley L. Dowling, retired, Williamsburg, Virginia

My assistant, Tammy Bowen, and I have had many memorable outings, team-building activities, and experiences as employees of the Spokane County Law Library. One in particular has to do with the move of the Spokane County Law Library from the Paulsen building downtown to the Spokane County Campus in 2009. The manager of the document destruction service that picks up the superseded materials and papers offered to take the weeded volumes free of charge. I had to weed quite a few volumes because of the loss of space and no storage at the new location. I decided to keep one set of 300 volumes that had already been picked up (long story). I called the document destruction company and found out that the volumes hadn’t been destroyed yet but were sitting in their warehouse in large boxes. We went to the document destruction warehouse and discovered that the books were sitting in very large boxes on large crates! Tammy was determined to find all 300 volumes that were now mixed in with other titles. If you had seen us, you would laugh, because we were covered in dust, balancing on tip-toe over the boxes to reach each one of the volumes. We were able to retrieve all 300 volumes and loaded them in the trunk and back seat of my car. Now that was a messy job! I like to call our outings “adult field trips.” Tammy and I had a lot of those during the move.

—Cynthia Lucas, Law Librarian, Spokane County Law Library, Spokane, Washington

This might not be politically correct, but I have to say that my most memorable outing with colleagues was during the 1987 AALL Annual Meeting in Chicago. Lexis had chartered a boat to take us out on Lake Michigan. The night was hot and humid, the music was loud, the water
was choppy, and the bar was open...very open. All of us were given our very own Lexis sailor caps. Over the next several hours, a great deal of un-librarian-like behavior took place on the boat. To this day, old-timers tell tales of what really took place on the “Lexis Boat.” (I still don’t know what happened to my sailor cap.)

—Mark Mackler, Supervising Librarian, California Department of Justice, Office of the Attorney General, San Francisco

Back in the dark ages (late 1980s) Maureen O’Riordan (now at Koley Jessen in Omaha, Nebraska) and I taught ourselves how to use this new-fangled thing called “the internet” by using Gopher, etc., to search out beer recipes from academic servers. Yes, we did this on our own time— evenings after work and on Saturdays at the office. And yes, we found quite a few. I’m not sure how many Maureen actually tried; I’m more of a wine drinker. But boy, did we learn the ins and outs of drives, Gopher, getting disconnected, and which universities must’ve had the biggest beer drinkers on campus.

—Karen R. Botkin, Law Librarian, Verizon Communications, Basking Ridge, New Jersey

Next Month in Spectrum

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

• An interview with Annual Meeting Keynote Speaker Andrew Keen
• A law firm library’s mobile tech fair experience
• Changing current awareness systems and the role of librarians
• Best practices for saving and transferring institutional knowledge
• The winners of the 2014 Gallagher, Andrews, and Hall of Fame Awards

announcements

Renew Your AALL Membership Early for a Chance to Win a Free Annual Meeting Registration

On March 15, AALL dues invoices for 2014-2015 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 2014 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 2014-2015.

Following is the 2014 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 Section and Law Library Journal and AALL Spectrum subscriptions discontinued.

For more information or to renew your membership online, view the application form on AALLNET at www.aallnet.org/Home-page-contents/Join-benefits. If you have any questions about your membership renewal, contact AALL Headquarters at membership@aall.org or 312/205-8022.

Memorials

AALL has been advised of the death of Robert “Bob” Gee.

Mr. Gee was special assistant to the associate librarian for library services at the Library of Congress in Washington, D.C. Bob first came to the Library of Congress nearly 30 years ago as a reference librarian and served for almost 17 years as the chief of the law library’s Public Services Division.

He was an AALL member since 1996. He passed away March 12 after a short battle with cancer.

AALL Spectrum carries brief announcements of members’ deaths in the “Memorials” column. Traditional memorials should be submitted to James Duggan at Law Library Journal, Tulane University Law Library, 6329 Fret St., New Orleans, LA 70118-6231 or emailed to duggan@tulane.edu.
of the reference desk

Q: Recently, my position as a firm librarian was eliminated and I was let go. My relationship with my supervisor was such that I don’t feel comfortable asking her to be a reference. In any instance, at my exit interview she explained that if she were to be contacted, she would only be able to verify my dates of employment. I asked a co-worker if she would serve as a reference and she agreed to do so. A few days later, she contacted me and related that our mutual supervisor informed her that she couldn’t serve as my reference. I assured her that all was fine because I didn’t want to make her uncomfortable, but I’m concerned that without some reference from my former employer, it will be difficult for me to explain to potential employers why I left the position. I feel frustrated. Whose name should I provide as a reference when I apply for other positions?

A: You were wise not to push the issue with your co-worker. It can often be a confusing and emotional time when someone leaves employment, whatever the circumstances. Your former co-worker may be experiencing a combination of survivor’s guilt and trauma at seeing one of her veteran colleagues cut loose in this economy. She may also have misunderstood your former supervisor’s words or intent. However, it wouldn’t be to your advantage to concern yourself with her at this point. Rest assured, you’re not the only person to find yourself in this situation. Let’s focus on what you can do. We librarians are pretty enterprising.

I’ve consulted my friend, Nicole Norian, the director of human resources at the University of North Carolina-Ashville. She is nationally certified as a senior professional in human resources, has served on the board of the College and University Professional Association for Human Resources at both the regional and national levels, and has more than 25 years of senior human resources experience in higher education and county government settings. In addition to her experience, she holds a Master of Science in counseling and personnel services from Drake University and a Bachelor of Science in psychology from Iowa State.

Nicole says, “References are based on the premise that past performance/behavior is a good predictor of future performance/behavior. It’s an endorsement, and endorsements can sometimes turn sour (think Tiger Woods or Paula Deen).”

*Since providing references isn’t legally required, many organizations believe it is more prudent to only verify employment—titles, dates of employment, and salary—with a written release. Providing references, i.e., opinions about someone’s level of expertise, performance, interpersonal skills, and potential to perform another job, is either discouraged or prohibited. Any reference—poor, average, or even spectacular—can be potentially disadvantageous.

*Therefore, one of the best ways to identify strong references is to look outside your current organization. Your references should be strong advocates for you, so don’t list anyone who can’t honestly stress your expertise, knowledge, skills, and abilities. When you ask someone to be a reference or when you contact a reference to notify her/him that a call may be forthcoming, you can facilitate the process for your reference in a few ways:

• Tell your reference why you are applying for new positions.

• Are you happy where you are, but this opportunity is too good to ignore? If so, why? Be honest.

• If a change in management has dramatically altered the expectations of your position, explain what is different. If the duties in which you excel have been assigned to another position, provide some context. You don’t want to be perceived as inflexible, but if your job is no longer challenging, explain why.

• If your job has been eliminated, then talk about all the options that you would consider and explain why.

• Provide a copy of your cover letter and resume. This helps your reference understand why you are interested in this specific position.

• If you haven’t worked or interacted with your reference for a while, provide a few refreshers. For example: ‘Remember when we worked on the system upgrade/implementation? We spent so much time working together to develop a strong communications plan.’

• Offer to provide your reference with a few bullet points about your strengths and any other key points that you’d like him or her to reinforce.

“The power of a reference letter comes from its ability to connect with the reader, painting an image that intrigues the reader. Many reference letters simply contain collections of adjectives, rearranged in potentially interesting ways, but lack the insight that would differentiate the individual from all the other applicants.

“Start by identifying colleagues, peers, customers, and other professional contacts who have specific knowledge about you. Next, consider what that person might be able to say that would strengthen your position as an applicant. References who can provide different perspectives from current and previous jobs about your knowledge, skills, and abilities are better than several references who share a common point of view.

“A strong reference letter:

• Begins at the beginning: ‘I met Pat when we both worked at Drake University in [year]. We served on a task force charged with revising the performance appraisal process.’ This establishes the relationship and gives credibility to the author.

• Describes specific skills: ‘Pat was an active participant who advocated for making difficult but necessary changes. S/he skillfully discussed differences of opinion in a non-confrontational manner that resulted in an open exchange of ideas.’

• Summarizes key points: ‘By the time the task force concluded its assignment, she had demonstrated the ability to discuss the big picture, focus on details for execution, and collaborate with others in both leadership and participant roles.’

“In this way, one detailed example can illustrate strengths in a concrete way and is far more powerful than saying, ‘Pat has strong communication skills and great ideas, works well on teams, and knows how to get things done.’

“Finally, serving as a reference can sometimes be assumed to be a reciprocal arrangement, but the value may not always flow both ways. If you’re asked to be a reference, only say yes if you believe that you can provide a strong reference. If not, politely decline.”

Thank you, Nicole. You’ve provided some wonderful advice and a thoughtful perspective.
announcements

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 2014 AALL Annual Meeting and Conference (www.aallnet.org/conference) to be held July 12-15 in San Antonio! Membership includes:

• Career resources, such as the online AALL Career Center and continuing education to help you learn new skills to advance your career
• The opportunity to network and connect with other law librarians from across the country who share similar interests and face the same challenges
• Access to specialized information created just for law librarians, such as the AALL Biennial Salary Survey and the AALL Price Index for Legal Publications
• Subscriptions to the monthly magazine, AALL Spectrum, and quarterly journal, Law Library Journal, to help you keep up on the latest trends in law librarianship
• Discounted rates on all AALL products and services, such as publications, webinars, and online job postings.

The early bird Annual Meeting registration deadline is June 6. Be sure to take advantage of this special offer for nonmembers. Register today at www.aallnet.org/conference.

Legal Capital, by Bayless Manning and James J. Hanks Jr., is the classic exposition of the origin and evolution of the rules governing shareholders' contributions to a corporation's capital and the corporation's payment of dividends and other distributions to shareholders. In only 221 pages, the Fourth Edition of Legal Capital adds important new historical material and updates and reviews the statutes and recent case law in the U.S. and other countries. Readers are introduced to basic accounting concepts, including the function and limitations of the balance sheet and the critical interaction of law and accounting. Cited by courts and scholars, Legal Capital works well as the text for a short course, as a supplement to a casebook in business associations, corporate finance, accounting and related courses and as a useful desk reference for financial officers and practicing lawyers.

Bayless Manning (1923-2011) was Dean of Stanford Law School, a Professor of Law at Yale and a leading practitioner and scholar of corporate law and governance in the United States for over 50 years.

James J. Hanks, Jr., a partner at Venable LLP and a Senior Lecturer at Northwestern Law School, represents public and private companies in a wide variety of general corporate law and governance matters, securities offerings and other capital markets transactions.


the sustainable law librarian

What Did the Wild Winter Mean for Climate Change?

People living east of the Rocky Mountain region of the United States experienced a snowy and cold winter. Places like New York City and Chicago experienced more snow than average and below-average temperatures. In fact, NOAA’s national climate data revealed that only a handful of states in the continental U.S. were without some snow cover in early January 2014. In contrast, through January 2014, most of the country from the Rocky Mountains west experienced a warmer and drier winter than usual. California, in particular, experienced a major drought. The average temperature for the contiguous United States was only one tenth of a degree Fahrenheit above average and below-average temperatures. This free, authoritative source is available at nas-sites.org/americasclimatechoices/events/a-discussion-on-climate-change-evidence-and-causes and is a great, up-to-date source that includes scientific knowledge recently published by the International Panel on Climate Change. It is useful for both the climate change skeptic and the concerned citizen.

In addition to this brief answer, the scientists include two more short paragraphs about atmospheric circulation patterns and how these changing patterns have contributed to changes in normal weather. This free, authoritative source is available at nas-sites.org/americasclimatechoices/events/a-discussion-on-climate-change-evidence-and-causes and is a great, up-to-date source that includes scientific knowledge recently published by the International Panel on Climate Change. It is useful for both the climate change skeptic and the concerned citizen.

How Does Climate Change Tie In?

Most of us know that the weather we personally experience can be very different from weather a few hundred miles away or in another country. But it is difficult to ignore cold events when the 15-degree wind is stinging your face and your car is covered in a foot of snow. When we think of climate change, we often are focused on and expect warm or hot weather events to become more frequent rather than extremely cold events. So what do expert climate scientists say about extreme cold weather events and how they relate to climate change?

Climate Change Evidence & Causes is a new report written by climate experts from the U.S. National Academy of Sciences and the Royal Society, the national science academy of the United Kingdom. The 36-page report aims to explain the basics of climate change as well as provide succinct answers to 20 climate change questions. Here’s one example that relates to the extreme winter weather many of us have recently experienced:

Question 11: If the world is warming, why are some winters and summers still very cold?

Answer: Global warming is a long-term trend, but that does not mean that every year will be warmer than the previous one. Day to day and year to year changes in weather patterns will continue to produce some unusually cold days and nights, and winter and summers, even as the climate warms.

Green tip: Replacing your CFL bulbs?

Recycle them, and consider LED bulbs. Compact Fluorescent Light (CFL) bulbs often last seven years or more before they stop working. Since the bulbs contain a small amount of mercury, you will need to recycle them. Many retailers provide free recycling. See Earth911.com for a location near you. If you break a bulb, follow instructions here: www2.epa.gov/cfl/cleaning-broken-cfl. LED bulbs, though more costly, are a great replacement for CFLs. They last a lot longer and use about half the energy of CFL bulbs. I suggest going to a store where LED bulbs are on display to help you choose the right bulb. (You don’t want to be stuck with a bulb you don’t like for 20 years!) You will find many styles and shapes of LED light bulbs to choose from. I particularly like the “daylight” variety that provide clear (non-yellow) light.

Get Acquainted with AALL—Attend CONELL at the Annual Meeting

What is AALL? How can I get the most out of the Annual Meeting and the Association? How do I choose a program? If I don’t like a program, do I have to stay? What is a special interest section (SIS)? What do I wear? Who will I talk to?

The Conference of Newer Law Librarians (CONELL) is here to answer these questions and more. CONELL is held every year in conjunction with the AALL Annual Meeting. It serves to welcome newer members of the profession to AALL and introduce them to their leaders and to each other. This year, CONELL will take place Saturday, July 12, in San Antonio. It will be a day full of activities and new friendships that are likely to last your career. Here’s more of what you can expect.

Friday night Dutch treat dinners: If you arrive in San Antonio on Friday, take advantage of the optional Dutch treat dinners arranged by the CONELL Committee. Sign up for one of the Dutch treat dinners and make a few friends before the official program even begins.

Saturday morning: The official program kicks off with registration and a continental breakfast. You’ll hear a number of speakers who will orient you with AALL and let you in on the secrets of getting the most from your convention experience. AALL Executive Board members lead small group sessions about the Association and allow time for CONELL attendees to ask questions.

CONELL Marketplace: AALL’s 5,000 members have widely varying interests that are served by the Association’s SISs, committees, caucuses, and other entities. CONELL’s Marketplace gathers these groups in one place to showcase their services and missions.

Speed Networking: Meet your fellow CONELL participants. Sitting face to face, you will meet at least five new people. You may not have enough time to learn anybody’s secrets or life story, but you’ll place a few faces with names and learn some basic facts about other conference goers.

One of the greatest benefits of CONELL is that the 100 attendees form a “cohort.” The cohort of 2014 may very well become your lifelong friends. It is not unusual to run into a group of Annual Meeting attendees whose common denominator is having attended CONELL together.

So what can you expect from CONELL? Learning, good food, fun times, and new friendships. For more information and to register, visit www.aallnet.org/conference.
views from you

Share Your Views with Spectrum

What views of your library are meaningful to you? Whether it’s the atmosphere surrounding your reference desk, a striking scene outside your window, a unique event taking place in your library, 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. Digital submissions are preferred and must be high resolution (300 dpi). Submit your photos to AALL Marketing and Communications Manager Ashley St. John at astjohn@aall.org.

Looking out from Dorraine Zief Law Library at the University of San Francisco School of Law, you can see the spires from St. Ignacio Church on the left, the undergraduate library to the right, and the tips of the Golden Gate Bridge in between the two.

*Photo taken by Donna S. Williams, Access and Research Services Librarian*
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The CRIV Sheet
The Newsletter of the Committee on Relations with Information Vendors

Contents
Editor’s Corner 2
From the Chair 2
The Joint Task Force on Vendor-Supplied Bibliographic Records Creation and Distribution Models: A Librarian’s Perspective 3
Road Map to Creating MARC Records: A Vendor’s Perspective 4
Flexibility and Fluidity in Negotiations with Vendors 5
Request for Assistance Form 8

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Liz Reppe, SCCLL-SIS
Rebecca Rich, Law-Lib
Jacob Sayward, Consumer Advocacy Caucus

Secretary
Kurt Mattson

CRIV Website
www.aallnet.org/main-menu/Leadership-Governance/committee/activecmtes/criv.html

CRIV Tools
www.aallnet.org/main-menu/Advocacy/vendorrelations/CRIV-Tools

CRIV Blog
www.crivblog.com

The CRIV Sheet
Volume 36, No. 3
May 2014
It is with some sadness that I introduce the final issue of The CRIV Sheet for volume 36. It has been a pleasure to work with all of the authors over the past year. I would like to also take a moment to thank my assistant editor Sara Paul Raffel for all her hard work this year. Her help has been invaluable. I hope that we have been able to continue The CRIV Sheet’s tradition of covering issues that touch on a wide variety of vendor relations topics, from a variety of perspectives. In this issue we hear about the issue of vendor-supplied MARC records from the perspective of both a librarian and a vendor. Caroline Walters discusses her experience working on the task force formed this year to address this issue, and which released its report in February. Then, Alexa Robertson, who also served on the task force, discusses her experience creating and distributing MARC records as a vendor representative. Kurt Mattson rounds out this issue by relaying a frustrating vendor interaction and a plea for vendors to be more open to forming long-term, focused, productive business relationships with customers.

Finally, I offer another solicitation for contributions to The CRIV Sheet. Our November 2014 issue will cover all the vendor relations-themed sessions at the Annual Meeting in San Antonio. If you would like to attend one of those sessions or write a report about it for The CRIV Sheet, please contact either me or Sara Paul Raffel. Our editorial policy is here: www.aallnet.org/main-menu/Advocacy/vendorrelations/CRIV-Sheet/policy-criv.html. Enjoy this issue!

As the outgoing chair, this is the last “From the Chair” column that I will write. I have been privileged to serve as chair this year. I would encourage AALL members to volunteer for AALL committees and especially for the CRIV committee. This committee can be a rewarding experience for members, and I want to thank everyone who served this year. I am sure that next year’s committee members will be as dedicated as this year’s in carrying out CRIV’s important mission.

CRIV has had an active year in answering member’s requests for assistance, producing The CRIV Sheet, maintaining the CRIV Blog, and administering the New Product Award. CRIV has also worked with the vendor liaison to share information and work for improvement of librarian-vendor relations.

With the AALL Annual Meeting only a few months away, I’d like to highlight some of the CRIV activities that will be taking place in San Antonio. I invite you to attend session H3: The Bookless Law Library: Potential Reality or Flight of Fancy? which will take place on Tuesday, July 15, from 3:45-4:45 p.m. The Annual Meeting CRIV Vendor Roundtable will take place on Monday, July 14, from 11:45-12:45 p.m. This is an excellent opportunity to meet vendor executives and vendor library relations staff.

Additionally, the CRIV annual meeting for incoming and outgoing members will be held on Saturday, July 12, from 4-5 p.m. This meeting is open to the general membership. And finally, CRIV will have a table in the Exhibit Hall and at the CONELL Marketplace. Please come and visit us at the Annual Meeting!

As always, CRIV is here to assist you with vendor issues. Please contact us for help by using the Request for Assistance form on page 8 and also available at www.aallnet.org/main-menu/Advocacy/vendorrelations/request-assistance.html or by contacting me directly.
I have just sent off the final Report of the Task Force on Vendor-Supplied Bibliographic Record Creation and Distribution Models. As I write this article, it is mid-February and I find myself musing about the process, eagerly waiting to see what impact this report will have on our profession, on research and discovery, on our shrinking budgets, and on the difficult choices we face as we strive to provide a seamless and elegant search environment for our patrons.

My hope is that by the time you read this article, you will be fully aware of the issues at stake. But in case our efforts are waning or we are struggling to persuade publishers about the importance of this proposal, let me share with you again why we need to continue this dialog.

A brief background: At the 2013 CRIV Roundtable in Seattle, I raised the subject of the unsustainable model of libraries procuring MARC records for a fee (usually through a third-party supplier or for an added fee by the publisher) and the desire to work with publishers and vendors to alleviate the challenges we face under the current system. Although several publishers expressed interest in learning more about the predicament libraries face regarding MARC record access, it was clear that additional action was needed in order to facilitate meaningful dialog with the publishers regarding this issue.

Brian Striman, chair of the TS-SIS, decided that an investigative team would be a good place to start, and he helped me assemble a task force between TS-SIS members and CRIV*. We began our work in September, identifying the issues and researching current business practices to outline “the lay of the land” as it pertains to MARC records for electronic resources. This document, researched and organized by a sub-group led by Yael Mandelstam, describes in great detail the current business practices and dissemination of MARC records for the major legal providers. Their work was exhaustive, and it shows that a growing number of publishers are now providing MARC record sets with their products. It also illustrates the variety of ways publishers are handling these records. In the best-case scenario, publishers contract with third-party cataloging agencies or hire in-house catalogers to create high-quality records, add these records to WorldCat, and continue to maintain the records over time, all as part of the cost of production. While the report demonstrates that progress has been made in this area, librarians need to work together to persuade other major legal publishers to join in the creation of greater and more controlled access to electronic materials.

And why is it so important to continue this campaign? As mentioned in the report, the present model of libraries paying separately for MARC records is unsustainable because the sheer volume of material contained in the databases we purchase cannot reasonably be cataloged in-house (as one would catalog print materials), and paying great sums of money to purchase these records is not affordable for many libraries. The information age places tremendous pressure on librarians to make sure this valuable—and expensive—information is findable. If librarians cannot keep pace with cataloging and organizing the information that is now being published electronically, researching will be a little like looking for that information in a cave, with no lights.

Perhaps this analogy goes a step too far. Researchers could certainly jump from database to database to find what they need. Clearly the information is not necessarily in one dark cave; but it is in many circuitous caves, each with its own pathways and dead ends, and each requiring unique navigational skills to find that information. This is why the public catalog plays such an important role in finding information and has always been, and should always be, the first and best place to begin research. But that can only be true if patrons can reliably expect to find the catalog all the library’s resources, electronic and print.

As mentioned in the report, cataloging some electronic resources but not all electronic resources can be terribly misleading. Patrons could mistakenly assume a library does not have access to a title because they cannot find it in the library’s catalog, when in reality the library does have it. When that happens, that title may not be used and in some sense it might as well not exist.

The catalog maximizes the opportunity for discovery. Having MARC records as part of our electronic subscriptions and purchases not only increases discoverability, it also aids in the gathering of statistics. As librarians balance budgets and research demands, it is imperative to ensure that we are spending our money wisely and on databases that are...
being used. Cost control and analysis is becoming increasingly important. Many libraries can no longer afford to buy competing products with overlapping content. Choices must be made and most often these decisions are based on usage. Again, if the user does not know a resource is there, it will not be used.

So why do we need publishers to help us? First of all, our relationship with one another is inter-reliant. They supply the information and we buy the information. But it needn’t end there. A collaborative approach to access will help both libraries and publishers. Both entities—publishers and libraries—are distributors of information. In order to achieve the highest potential for discovery, the distributors of information must partner to present that information in an organized fashion. It is in the publisher’s best interest to help librarians sell their information to researchers. In this model, publishers will help librarians promote their product by making it easy for patrons to find it and to hopefully love it and use it again and again!

As I said, it is mid-February, and I wish I could see into the future to see how much progress we have made together by the time of this publication. Maybe our efforts have made an impact and legal publishers that are not currently providing MARC records to libraries are beginning to do so. If that is true, we still have work to do to make access the best it can be. I hope that many of you will join in this discussion; talk to your publishing reps; and join us at the CRIV Roundtable, TS-SIS Roundtable, and any and all venues at AALL that will help to promote this effort. So if by now talk has died down, think about it again, read the report that can be found on the TS-SIS website, www.aalnet.org/sis/tssis, and look for me in San Antonio. I’d love to talk to you about it.

*Task Force Members*
Caroline Walters (Harvard University), Chair
Victoria Coulter (University of Wisconsin), Angela Jones (Southern Methodist University), Alan Keely (Wake Forest University), Yael Mandelstam (Fordham University), Alexa Robertson (Practising Law Institute), Jacob Sayward (Fordham University)

**Road Map to Creating MARC Records: A Vendor’s Perspective**

I was privileged to participate in the Task Force on Vendor-Supplied Bibliographic Record Creation and Distribution Models, offering insight from the vendor’s perspective. I managed the creation and distribution of MARC records for the Practising Law Institute’s (PLI) materials.

The journey to completion of PLI’s MARC records took about one year. It coincided with the development of PLI Discover PLUS, which is our e-book library. The first few weeks were exploratory, as I learned about the available options. I then identified three possible ways to accomplish this project:

1. **In-house cataloging:** Publishers hire a staff librarian to create the records.
2. **Contract cataloging:** Publishers work with a third party to create records for their titles. They pay the third party and own the records outright. The cost of the records varies.
3. **Third party partnership:** Publishers also work with third parties to distribute and sell the records. In this option, the third party has full access to the collection, catalogs it, and then sells the records directly to the library clients.

Upon initial review, PLI did not find option No. 1 viable for our organization, so I began exploring options 2 and 3. I began identifying and meeting with potential vendor partners. The cataloging vendors provided options and ball-park prices, as well as requirements to obtain our digital content. I provided them with sample content, and they provided sample records for PLI to review.

I am fortunate enough to have a library background and know firsthand how collaborative the community is. I reached out to librarians to provide guidance. Librarians reviewed the samples and chimed in on their opinions of options 2 and 3. At the time, I was soliciting feedback primarily through existing PLI clients. They opted overwhelmingly for option No. 2 and wanted those records to be included in the subscription cost. Ultimately, they felt that it should be part of the product. Because MARC records both increase the discoverability of PLI materials and promote usage for clients, it made sense for PLI to invest in MARC records to accompany its e-book collection.

In addition, librarians reviewed the sample records, and we were able to make changes based on their feedback. We created a set of records for our Discover platform, which was the predecessor to PLUS. From
there, we sent the record set to interested clients free of charge so they could review how the records worked in their catalogs. This review led to the creation of two file types, since we found that some libraries preferred one over the other. The final step was having the AALL Vendor-Supplied Records Advisory Working Group (VRAG) review and provide feedback.

After that, we launched PLUS, and our MARC records are now available to subscribers. We do continue to welcome feedback. If any publisher is looking to tackle a similar initiative, my advice would be to solicit feedback from the library community. Once I started speaking with librarians, I was able to let them help make the big decisions. I had to balance the variety of feedback and try to create a record set that worked for everyone, which meant compromise in some places, but there was always a clear majority, which makes any decision a little bit easier.


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**Kurt Mattson**  
Lionel Sawyer & Collins

**Flexibility and Fluidity in Negotiations with Vendors**

When a customer has a contract with a vendor for a product and usage of that product declines or is less than expected, sometimes an uncomfortable conversation is in the offing. How the vendor reacts during such a conversation can have long-term consequences for the vendor-customer relationship, either good or bad. This has been my experience as the customer in my current position as library director at a law firm—and also from the standpoint of the vendor. I worked for a vendor as a field rep and manager for 12 years. Some might diplomatically call my experience a "unique perspective." Perhaps it is just that I have high expectations for servicing an account.

Recently I opened up such a discussion with a vendor about changing the rates, content, or access mid-contract. Our firm was in the middle of a multi-year contract with the price increasing each subsequent year—an agreement that was put into place as an addendum prior to my arrival at the firm. Unfortunately, the use of this resource had decreased to a very low level. I asked our representative to consider restructuring our contract. After a lengthy phone conversation, the best course, I was told, was for us to meet to discuss the situation. We agreed to take the meeting, but worried whether the vendor would listen to our concerns.

Prior to the meeting, in my phone conversation with the vendor, I explained: (1) the information we were paying for was duplicative of other sources; (2) it wasn’t being used; and (3) the firm was not realizing the value of the contract.

I certainly understand the basics of contracts. Once you have made an agreement, you have to live with it. Offer—Acceptance—Consideration. However, I was not happy. I felt as though I was paying too much and receiving little value. However, the vendor did not seem to hear that. Rather, it simply fell back on what might be legally correct, but from a customer service standpoint, that is poor service. I was simply told, “You have a signed contract.” Then the vendor turned the discussion to new product enhancements and content and their superiority to other vendors’ products. The vendor was unprepared to address my concerns. He simply was not listening to me.

Each time I tried to raise my concerns, the vendor deflected them, and the conversation immediately returned to benefits and features. Indeed, we had a signed contract; however, the vendor’s unwillingness to work with me in light of the fact that my expectations of the product were unmet seems, to me at least, bad business practice.

Every interaction with a customer is a “Moment of Truth,” as customer service guru Karl Albrecht explains. A Moment of Truth is defined as any episode in which the customer comes into contact with any aspect of the organization and gets an impression as to the quality of its service. In Albrecht’s view, every Moment of Truth presents the vendor with “the opportunity to please or delight the customer by going above and beyond their expectations.” At the same time, each customer interaction introduces the risk that the vendor will “disappoint, confuse, or enrage the customer.”

Whether it is a request for training or an initial conversation about a contract renewal, the vendor should treat each customer interaction as an opportunity to learn more about the customer’s needs. With active listening, representatives can discover more about their relationships with their clients. Such Moments of Truth are fertile ground for exploring...
new topics, new products, and new agreements. As a vendor learns more about the customer's business, they have the opportunity to discover the customer's needs and to satisfy them with their customized solutions.

The chance to discuss a new contract may arise when it’s not expected. It may sound somewhat trite, but words I haven’t heard recently from a vendor are, “That’s a good question” and “What if . . . ?” when a question or, more likely, an issue, is raised. In addition to solving the problem, the vendor could seize that opportunity and ask, “Since X happened, what if we were to do Y?” This might help ensure that the issue doesn’t happen again and might also enhance the customer’s experience.

A former co-worker of mine once said, “You can’t be short-sighted enough for this company.” What that meant to the field staff was that the company’s focus (and its employees’ commissions) was dependent on what we did this year, not in the future. It’s this reality of vendors in our industry that in some circumstances puts them in direct conflict with our strategies as librarians. The library is always struggling to maintain a budget that is as predictable as possible. Long-term contracts and fixed rate agreements help us achieve this. However, some vendor representatives are paid solely on the current year’s sales. They are given little or no incentive to plan long-term to develop a solution for the firm that will give it predictability.

Without an incentive to think long-term, a representative has little chance to develop his or her position at the firm into a trusted partnership. Vendor and customer remain, unfortunately, opposed to each other. There is the vendor representative that is motivated by his or her commission plan, and this should warrant some degree of sympathy. After all, he or she is just working within the system set up by the vendor. As a result, it’s becoming increasingly rare that I see vendor representatives making a long-term investment in a productive business relationship, which I think is critical to the success of the representative and the vendor.
Will you be in San Antonio?

Please join us for the Committee on Relations with Information Vendors (CRIV) Vendor Roundtable!

The Role of Customer Feedback in Vendor Decisions

Do you ever wonder how vendors use your feedback? This year, the CRIV Roundtable will be an informal discussion on the role of customer feedback in vendor decisions. This session will be held during the AALL Annual Meeting in San Antonio from 11:45 a.m. to 12:45 p.m. on Monday, July 14, at the Henry B. Gonzalez Convention Center, Room 007B.

We look forward to an interesting and informative discussion between vendors and librarians!
Request for Assistance: Committee on Relations with Information Vendors

Note: Prior to filing a request for assistance, individuals are expected to have made a reasonable attempt to resolve the issue at hand. To avoid duplication of effort, please provide a complete account of your efforts to communicate with the vendor. Copies of notes from conversations with the vendor are helpful.

Date: __________________________________________________________________________________
Name: ______________________________________________________________________________________________
Library: _______________________________________________________________________________________________
Address: _______________________________________________________________________________________________

Telephone: ____________________________________________________________________________________________
Fax: __________________________________________________________________________________________________
Email: ________________________________________________________________________________________________
Vendor: _______________________________________________________________________________________________
Nature of problem: _____________________________________________________________________________________
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cmyersj@gmu.edu

You may also complete this form online at:
www.aallnet.org/main-menu/Advocacy/vendorrelations/request-assistance.html