The Dual Degree
A requirement in search of a justification
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from the editor

By Mark E. Estes

I pressed the picnic tap. Nothing came out. I checked the gas pressure: plenty. I checked the connections: solid. I lifted the keg; it felt empty. Then I noticed the dark liquid in the bottom of my kegator, and I knew what had happened—the tap had opened and drained the keg... and it was my fault.

When I built the six-keg-capacity kegator, I followed the general directions for converting a chest freezer: Use an external thermostat control to override the freezer’s thermostat to maintain a temperature of 45 degrees. To avoid drilling holes in the freezer, put the CO2 cylinder, regulator, and six-valve gas distributor inside the freezer. Route the tubing for the gas to push the beer out of the kegs through more tubing and picnic taps. I put the first two kegs of properly aged beer into the kegator, connected the gas tubing and the picnic tap tubing, and waited for the beer to cool. The kegator system worked—it kept the beer at the right temperature and let me dispense it. I was pleased.

I brewed more beer, put the kegs in the kegator, and connected the gas lines and picnic taps. By the time I had six kegs in the kegator, the setup had become a jumbled mess of tubing of gas and beer lines. That tangle made it too easy for the picnic tap to lean against some tubing hard enough to open the tap—and dispense that exquisite tasting “whiskey barrel stout” into the refrigerator instead of many glasses.

The system failure was my fault. I built something good enough at the start—it met the most important criteria for a kegator: it kept beer at the right temperature and allowed beer to be dispensed. As I added kegs, I saw the tangle of tubing growing and knew it had flaws, but I learned to work around them. The design allowed for improvements—I simply neglected those annoying surprises by performing regular system checks just like pilots do before a flight.

Reassessing our services and processes ensures that they are efficient, elegant, and effective instead of merely “good enough.” Such systems have too much potential to become serious beer spills. So I challenge you, over the next three months, to examine your library processes and systems to identify areas for improvement sooner rather than later—and share your results on the Spectrum blog at www.aallnet.org/Blogs/spectrum-blog.
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Correction: In the November issue, some of the contact information included in the 2013 AALL Awards: Call for Nominations announcement on pages 28-29 was incorrect. For updated contact information, please go to www.aallnet.org/main-menu/Member-Resources/AALLawards. For additional information, please contact Awards Committee Chair Elizabeth L. Moore at emoore@loc.gov. AALL Spectrum apologizes for this oversight.
Lessons Learned from the 2011-2012 Legislative Session

WASHINGTON, D.C., October 11, 2012—Well, we made it! The 112th Congress is coming to a close, and most state legislatures have ended their sessions for the year. With a contentious election, hard-fought budget battles, and partisanship arguably at an all-time high, the 2011-2012 session proved to be challenging. Still, the Government Relations Office worked closely with our members to advance AALL’s public policy agenda at the state and federal levels. Together, we have much to celebrate.

As we look back on the successes and challenges we faced this legislative term, December provides an excellent opportunity to reflect on our progress and strategize for the year ahead. Our members had the opportunity to engage in advocacy of historic importance this year. Along the way, we learned several important lessons that we’ll take with us into 2013. Following are the highlights.

No two states are the same
We witnessed firsthand the many twists and turns in the life of a bill through the push for the Uniform Electronic Legal Material Act (UELMA) in 2012. Through very different processes, two states adopted UELMA this year. First, in Colorado, individual law librarians worked with members of the legislature and wrote letters of support and, with a little bit of luck, saw swift passage of the act. Meanwhile, in California, the three AALL chapters and the California Council of County Law Librarians worked tirelessly for enactment by writing letters, submitting testimony, and working closely with Legislative Counsel throughout the process. In those states where UELMA did not succeed this year, the stories differ yet again. For instance, the Connecticut legislature ultimately voted down the bill after it was tied to the Uniform Certificate of Title for Vessels Act, a piece of legislation that drew concerns completely unrelated to access to online legal information. The push for UELMA proved that each state legislature is its own beast—and in 2013, we’ll be ready to conquer the challenges together!

Politics is always at play
Nowhere were the consequences of a divided House and Senate more evident than in the budget processes of the 112th Congress. In both 2011 and 2012, Congress enacted full-year continuing resolutions to provide funding for programs typically covered by an appropriations act. As a result, the uncertain funding has made planning difficult for many agencies—including the Government Printing Office, Library of Congress, and National Archives and Records Administration—whose requested budgets are all but ignored. Although the lesson here is not new, it bears repeating. Politics is political, and partisanship can rear its ugly head at any time.

You can affect the course of Congress—and you did
Thanks to our advocates, AALL saw several major successes this legislative session that reaffirmed the difference law librarians can and do make in public policy. Thanks to your letters, calls, and emails, the Stop Online Piracy Act (H.R. 3261) and Protect IP Act (S. 968) were killed in Congress. These two overreaching bills aimed to address the real issue of international intellectual property infringement, piracy, and counterfeiting on the Internet but ultimately threatened free speech, free expression, and the freedom of the Internet. Your support also prevented the Research Works Act (H.R. 3699) from blocking public access to federally funded research and helped gain more support than ever before for the Federal Research Public Access Act (H.R. 4004). Further, with your efforts, the PRINT Act of 2011 (H.R. 1626) and the Congressional Record Printing Savings Act of 2011 (S. 674), intended to essentially eliminate the print Congressional Record, died in committee. Though we spent much of the 2011-2012 session on the defensive, these victories mark significant progress in ensuring access to information produced by the federal government.

Welcome to 2012-2013
Though it’s difficult to predict which issues will be prioritized by our federal and state legislators come January, we know that our advocates will be energized and prepared to take them on. In the upcoming year we will continue to work closely with the Copyright Committee, the Digital Access to Legal Information Committee, the Government Relations Committee, and our individual and chapter advocates to promote the issues that impact law libraries, including copyright, freedom of information, and access to official, authentic online legal information.

Please remember to join our Advocacy Team by signing up for the Advocacy Listserv, subscribing to our Washington Blawg, following us on Twitter at @AALL_GRO. We’ll keep you updated on the critical issues at the federal and state levels, send you action alerts when we need your help, and train you to become your most effective advocate. You can join us today by taking our Advocacy Team Survey and registering on AALLNET for our January 16 online advocacy training.

Emily Feltren, director, AALL
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I t’s that time! Time to break out your cameras, your phones, or maybe your tablets or iPads. Time to surprise unsuspecting librarians in candid situations or stage “candid” photos. Time to tell everyone to say “Cheese!” or “Books!” or maybe “Dewey Decimal!”—any phrase that makes librarians smile. Time to brush up on your Photoshop skills or page through all 18 Instagram filters. It’s time to take and submit your photos for A Day in the Life of the Law Library Community Contest! The 2012 winning photo

Sponsored by the AALL Public Relations Committee, the contest has been popular since its inception in 2005. And what’s not to love? The submitted photos are always fun to look at. They show what law librarians do: work, teach, organize, research, help, laugh, and all the other things that happen in a day. Your photographs also do something else: they promote our profession and share ideas from varied libraries with everyone in AALL. So get going—get everyone in your library involved, have some fun, and submit your pictures.

Although the photos should capture that certain something that is the spirit of the profession, you can do that in a variety of creative ways, and you do not have to have any particular photography skills. Submissions from all levels of skill and from all types of AALL members are welcome. Whether you are in an academic, firm, government, or any other kind of law library, we encourage you to submit your creative, beautiful photos.

What? What should you submit? Just about anything—there are numerous categories to choose from. Any photo of your librarians or library taken from January 1, 2013, through February 28, 2013, should fit in one of the categories. Which category works best for you? Pick from any of these:

- **Librarians as Information Evaluators and Managers:** Whether it’s print, electronic, old, or new, librarians love information. Every day there is more information to evaluate and manage. Show how your library works with information. This might be a picture taken in technical services or even while shelving books.
- **Librarians as Teachers and Trainers:** If you can get a shot of your students, faculty, or attorneys jumping through flaming hoops, it would be a shoo-in for this category. Oh, wait, not that kind of training. How do you teach and train those who come into your library? Or maybe you go to them? Make sure you always have your camera to capture the perfect moment for posterity.
- **The Artistry of Librarianship:** This category is all about beauty. Share a photo that captures your library perfectly, or share a tableau that shows the spirit of librarians and learning in an aesthetically amazing way.
- **Most Humorous:** Librarians are hilarious! Express your inner comedian, clown, or prankster. We all need a good laugh.
- **Best Altered Image or Use of Special Effects:** Photos in all the other categories should not be manipulated, but go crazy here. Use all your skills to create an awe-inspiring or show-stopping image to submit in this category.

Finally, there is a special category this year—Government Information Librarians or Libraries. We are excited to be showcasing government information this year. Take some great shots that show what a government documents librarian, a librarian who uses government documents, or a federal depository library looks (or could look) like. Providing the public permanent and free access to government information is an important goal for law librarians. Photos submitted in this category should embody that spirit.

**How?** How do you submit your photos? Take your pictures, and make sure you note the time and date of each one. You may submit as many entries as you would like for perusal, admiration, and judging at www.flickr.com/groups/aalldayinlife2013.

Electronic submissions must be digital image files of photographs or scans of photographs in JPEG format with a resolution of at least 300 dots per inch (dpi), a minimum size of 1,536 x 2,048 pixels, and a maximum file size of one megabyte. Although electronic submissions are preferred, you can also mail your photos to AALL Headquarters. Make sure your entry is postmarked by February 28, 2013. The Public Relations Committee will pick its favorites in March, and the top five photos in each category will be posted on AALLNET for all AALL members to vote on.

**Why?** Why should you submit? In addition to promoting the profession, the fun of taking the pictures, and the joy of sharing your library, there is also the glory! The winners will be recognized on AALLNET, in *AALL Spectrum*, and during the 2013 Annual Meeting in Seattle. So get ready, say “Dewey Decimal!” and submit photos in every category. We can’t wait to get a look at your libraries, your librarians, and what “A Day in the Life” looks like for you! Shawn Friend (friend@fcsl.edu) is head of reference at Florida Coastal School of Law in Jacksonville.

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The Dual Degree

A requirement in search of a justification

By Stephen Young

"Minimum qualifications: A JD from an accredited ABA Law School and a master's degree in library and information science from an ALA-accredited institution are required."

It doesn’t take more than a quick glance at the various law library job postings to see requirements either identical to or similar to the one posted above. This is particularly true if one is looking for a position in an academic law library; however, this requirement is also increasingly being demanded for some law firm and government positions. The debate over the dual-degreed law librarian is certainly not new. As far back as the 1920s, Frederick Hicks addressed the issue of the proper training and education of law librarians and, in so doing, strongly advocated for “some knowledge of law.” While no one questions that some knowledge of law is indeed a very useful skill for this profession, is there really a need for law librarians to go to law school for three or four years and potentially spend as much as $150,000 in the process? I would argue that the skills needed for this profession do not require this immense expenditure of time and financial resources.

The most recent debate over this topic took place in July 2011 at AALL’s 104th Annual Meeting in Philadelphia. A panel of academic law librarians, including Robert Nissenbaum, director of the law library and professor of law at Fordham University Law Library in New York; Kumar Jayasuriya, associate law librarian for patron services at Georgetown University Law Library in Washington, D.C.; Chuck Marcus, faculty services librarian at University of California Hastings College of the Law Library in San Francisco; and I engaged in a lively one-hour discussion moderated by Christine Ciambella, part-time reference librarian at American University College of Law Library in Washington, D.C. Although we cannot claim to have resolved the issue, we did succeed in getting people talking about the topic in the context of the current economic climate. Unfortunately, our one-hour slot on the conference schedule was not enough time to address many of the issues that surround this important topic, so I would like to highlight some of those while also briefly revisiting some of the points that we were able to debate during the program.

The Value of Legal Knowledge

Perhaps the strongest argument advanced in favor of requiring both the law and library degree has traditionally evolved from Hicks’ statement on legal knowledge. Obtaining a law degree provides a librarian with not only substantive and procedural knowledge of the law, but also the experiential aspect of having attended law school—the empathy factor, for want of a better term. Law librarians who have attended law school can rightly argue that they understand the law and law students better than a law librarian who has not attended law school. However, I’m not sure how many would argue that three years of law school are required to obtain enough of an understanding of the law to do their jobs capably.

An argument could also be made that no amount of law school would ever be enough to provide sufficient knowledge to tackle the breadth of questions reference librarians receive in the course of their work. Although a valid point, I think that in arguing it one cedes too much ground to the notion that being trained “just” as a librarian is not enough to do the job. Instead, I contend that as librarians we are not in the business of applying our understanding of the law; we are using our skills to help others find and apply the law. We are librarians who work in law, not lawyers who work in libraries. A 2010 Reference Services Review article by Debbi A. Smith and Victor T. Oliva indicated that 79 percent of all librarians surveyed agreed that “knowing how to address a reference question and conduct a reference interview are more important than understanding the subject being researched.”

One criticism of the current system argues that the need for legal skill sets actually diminishes the more the requirement for the two degrees exists. Allow me to explain. Although most entry-level reference jobs in academic law libraries require both degrees, there is still a smattering of openings that allow the single-degreed librarian an opportunity to apply. However, entry-level positions are probably the ones most likely to involve answering legal reference questions and require the librarian to have an understanding of the legal system. As one advances to more administrative positions, such as head of reference, head of public services, or even director, the likelihood of encountering openings that do not...
require the two degrees quickly diminishes, and yet the actual work involved becomes less related to the discipline of law. An argument has been made that the skills required for many mid- and high-level management positions in law libraries are best obtained from a business school, not a law school.

Our Colleagues in Medicine and Business

The experiential aspect of having gone through law school, thus arming the law librarian with the ability to say to a law student, “I feel your pain,” appears at first glance to have some merit. Certainly, one who has sat in a first-year class and been called on by a professor to brief a case can more clearly empathize with the stressed out 1L than one who has never been in that situation. But before conceding the point, it behooves us to take a look at a couple of our sister professions: medical librarianship and business librarianship.

While 55 percent of academic law librarians are dual degree (compared with 35 percent of all law librarians, 8.4 percent of law firm librarians, and 24 percent of state, court, and county law librarians), the equivalent numbers for librarians in medicine and business are far smaller. Although the Medical Library Association does not officially keep this statistic, a phone call to the organization revealed that less than 1 percent of all its members possess both a medical degree and a library degree. Meanwhile, various surveys of business librarians report that approximately 20 percent hold a master’s in business administration in addition to their library degree.

Does this mean that the overwhelming majority of librarians in these respective professions lack the understanding of their subject to perform their job at a high level? Does this also mean that a medical librarian is somehow deficient because he or she is unable to look the medical student in the eye and say, “I have walked in your shoes”? No. I think we all recognize that librarians in medicine, business, and other special libraries can and do provide an excellent level of service without having obtained the second advanced degree. If the library degree is good enough for the life-and-death environment of medicine, surely it’s good enough for law. My favorite rejoinder to the empathy argument comes not from medical librarians or business librarians but from the prison librarians. While it is fair to suggest that the prison librarian argument might strike one as facetious, the point is not lost: being a good librarian does not require having shared similar experiences with one’s patrons. If the counter-argument to this discussion is that it is unrealistic to expect librarians to hold a four-year medical degree, one might surely ask whether it is any more reasonable to expect librarians to hold a three-year law degree.

A Comparative Approach

At this point, it would be too easy to get caught up in a back and forth between those arguing the benefits of having attended law school and those arguing that it’s an unnecessary requirement for the profession. In order to avoid this, I think it is useful to provide a comparative perspective and examine industry practices in other countries.

If we begin by glancing north of the border to our colleagues in Canada, we notice that though approximately 60 percent have the advanced degree in librarianship, a small number have both the library and law degree. Various surveys, including a 2010 survey that appeared in the Canadian Law Library Review, indicate that approximately 11 percent of law librarians in Canada are dual-degree.

As recently as last year, the libraries of three of the top 10 law schools in the country were led by directors who did not possess both the law and library degrees.

Upon examining the profession in the United Kingdom, it initially appears to be more supportive of the dual-degree scenario. According to surveys from the Society of Legal Scholars and the British and Irish Association of Law Librarians, 76 percent of law libraries at “old universities” have staff with legal qualifications. This is an impressive number, but a closer examination reveals two things: first, the 76 percent refers to the institutions, not the personnel, and second, we must remember that a “legal qualification” in the U.K. also includes the undergraduate degree of law. Although there are no reliable figures on how many law librarians in the U.K. possess both advanced degrees, anecdotal evidence points to a fairly small number, certainly well below the numbers seen in the United States.

The ABA Standards

When asked, most people in the profession agree that if there is one position in law librarianship that demands the two advanced degrees, it is the position of director of an academic law library. A glance at the numbers seems to confirm this assumption; in the most recent AALL Salary Survey, 100 of the 110 reporting academic library directors indicated that they possessed both a law degree and a library degree. The reason put forward for these overwhelming numbers usually includes some combination of the following points: the standards for law schools require directors to hold both degrees; as a tenured position in the law school, the director must have a law degree; or in order to be a voice heard in the law school and to have a seat at the decision-making table, the director must be a full faculty member. In order to determine the validity of this reasoning, we must examine each of these points individually.

Let’s begin with the standards. The American Bar Association (ABA) Standards and Rules of Procedure for Approval of Law Schools Standard 603(c) states: “A director of a law library should have a law degree and a degree in library or information science and shall have a sound knowledge of and experience in library administration.”

As any student of statutory interpretation will attest, the key to this provision is the use of the words “should” and “shall.” The ABA has intentionally made the possession of the two degrees discretionary, while mandating the exposure to library administration. As recently as last year, the libraries of three of the top 10 law schools in the country were led by directors who did not possess both the law and library degrees. The fact that these schools chose to opt out of this ABA preference highlights just how discretionary this provision is.

A further dilution of the standards argument occurs when taking into account the recent Comprehensive Review of the Standards. Although not complete, the review has included draft proposals that overhaull the language used in Standard 603(c). Gone would be the preference for the two degrees and in its place the following language: “A director of a law library shall have the requisite skills, education, and experience to provide leadership to the law school’s information resource needs and shall have a sound knowledge of and experience in library administration, library technology, and issues involving legal research and legal education.”

It is too early to know whether the final review of the standards will include this revised language; however, it is clear from both the existing standard and the proposed revisions that the ABA does not consider the possession of dual degrees an essential part of being an academic law library director.
Tenure
In the context of the dual-degree debate, tenure is thought to play a role in that the law degree is often seen as an essential element in obtaining tenure. No law degree, no tenure. The issue of tenure for law librarians is a thorny one that requires a lot more space devoted to it than this article can provide. Setting aside some of the more common arguments against the role of tenure in a law library, I see the tenure issue as a red herring that actually doesn’t lend much credibility to the argument posited by those advocating for the dual-degree requirement in the profession. Starting at the top with the position of academic law library director, almost one-third are not tenure-track positions. When one examines the nondirector positions in academic law libraries, the reality is that only 6 percent of those positions are tenure-track positions requiring a law degree to obtain tenure. An article by Carol A. Parker in the winter 2011 volume of Law Library Journal highlighted how few of the nondirector positions qualify for tenure on the professorial track. Of the 23 percent of academic law librarians who are on tenure track, 90 percent of the nondirector positions qualify for tenure on a separate library track.

Even the ABA stated in its report, “going to law school may not pay off for a large number of law students,” and we must remember they were envisioning future lawyers, not future librarians.

Returning briefly to the review of the ABA Standards, it is worth noting that Interpretation 603-3, calling for library directors to be “normally a tenure or tenure-track position,” is increasingly coming under attack. In the introductory comments to one draft from January 2011, the Standards Review Committee wrote the following in reference to the appointment of library directors to positions on the tenure track: “It is not clear why accreditation policy is advanced by mandating that they be granted ‘security of position.’” In the same draft, Interpretation 603-3 is deleted in its entirety. While there is little to suggest that the era of the tenured academic law library director is coming to an end, I think it is equally clear that the tenure card can be overlaid in the dual-degree debate.

A Seat at the Table
Inseparably tied to the tenure issue is the argument that being a full-time member of the faculty accords the director with participatory rights and responsibilities in the governance of the law school. There is little doubt that the law library is best represented by someone who does have a voice in the governance of the law school. But does that necessarily mean that the law library is somehow underserved if the director is not a full faculty member? Certainly, there are other members of the law school community who do have a voice and who are not full faculty members. These might include various associate or assistant deans for admissions, careers, or alumni relations, as well as the head of the law school computer or systems department and the head of the clinical programs. Additionally, one must consider the ability of the vast majority of university or college librarians who operate in environments where they are not accorded full faculty status. These individuals are able to successfully manage their libraries and serve as library advocates on campus without the privileges of faculty status. I would therefore allow that while a case can be made that having a director with full faculty status provides the library with an effective advocate, I’m not so sure the inverse of this proposition is necessarily true.

How Does This Impact the Patron?
So far I have discussed the impact of the dual degree on the librarian and on the institution, but missing in all of this has been the most important criterion: what impact, if any, does this have on the patron? Is there a correlation between the educational qualifications of the librarian and patron satisfaction?

Library literature is surprisingly sparse on this topic, which makes arriving at a conclusion somewhat difficult. In a 2003 Law Library Journal article, Mary Whisner cited a couple of studies that took into account the educational level of the librarian in determining patron satisfaction with reference transactions. These studies determined that education was not a factor in influencing patron satisfaction or accuracy in answering reference questions. The variables that played the largest role in influencing patron satisfaction and accuracy of answer were librarian behavior and, not surprisingly, difficulty of reference question.

Anecdotal evidence, based on 25 years of observing librarian/patron interactions, leads me to believe that, for the most part, the patron has little knowledge of, or interest in, the academic qualifications of the librarian. The patron’s primary interest is receiving timely, accurate information from a pleasant and understanding person.

The Financial Considerations
The tremendous financial cost of attending law school is no secret. Between 1989 and 2009, college tuition in America rose 71 percent, while law school tuition during the same period rose more than 300 percent. A 2009 ABA report indicated that the average cost of tuition alone was more than $35,000 for private law schools and almost $20,000 for in-state residents attending a public law school. The total amount borrowed for law school averaged $106,000 for students attending a private law school and $68,000 for students attending a public law school. With tuition increasing an average of 6 percent per year, those figures are now even higher. Combine these numbers with the costs associated with obtaining a law degree, in addition to whatever debt is being carried over from an undergraduate education, and many students end up starting their professional law library careers owing more than $150,000. Even the ABA stated in its report, “going to law school may not pay off for a large number of law students,” and we must remember they were envisioning future lawyers, not future librarians.

Having examined the upfront costs of obtaining a law degree, it’s only fair to talk about the expected salary bump enjoyed by those in the profession with both degrees. According to the AALL 2011 Salary Survey, the mean salary for academic reference/research librarians with the MLS was $65,965, while the mean salary for academic reference/research librarians with both degrees was $63,189. A difference of $2,776, but the difference is in favor of the MLS-only librarian. Even when one compares mid-management positions, such as the associate or deputy librarian position, the difference is a mere $1,036, albeit in favor of the dual-degree individual. Furthermore, the cost/benefit aspect of obtaining the law degree continues to diminish when one considers that over the past 10 years, salaries for administrative positions in academic law libraries have increased by 40 percent, while tuition for in-state residents attending a public law school has risen by more than 152 percent.

Offering a Solution
Does a more affordable and accessible path exist, one that equips law librarians with just enough legal knowledge to assist them in their careers? Maybe it does. Linda Greenhouse, the New York Times Pulitzer Prize-winning journalist who covered the Supreme Court for
many years, serves as a prime example of someone who came into contact with the law on an almost daily basis as part of her nonlegal profession. In order to provide herself with the necessary skills to work with legal materials and understand the legal system, Greenhouse didn’t attend law school. Instead she obtained a master of studies in law (MSL) degree from Yale Law School in 1978 and went on to become one of the most respected legal commentators of our time.

I am certainly not the first in our profession to propose the MSL as a suitable alternative to the three-year law degree. In 1991, Jim Hambleton wrote a chapter in the first edition of *The Spirit of Law Librarianship* in which he eloquently argued in favor of the MSL. A couple of years later, Penny Hazleton, while acknowledging the realities of the JD requirement, also spoke of the advantages of the MSL programs. Today, a number of MSL programs exist around the country that target professionals who need a working knowledge of the law in order to function in their professions. Although some programs are aimed at foreign students, programs such as the one at Pittsburgh Law School specifically mention librarians in their promotional materials.

I also think it’s worth taking a final look across the Atlantic to what is happening in the U.K. Recognizing that law librarians are unlikely to pursue an advanced degree in law, the British and Irish Association of Law Librarians offers a Legal Foundations course at the University Of Westminster School Of Law in London. This affordable one-year course provides law librarians with a solid grounding in basic legal concepts including torts, contracts, civil procedure, and criminal law.

As a final thought, let’s consider the current nationwide downturn in law school applications. The number of people taking the LSAT has declined 25 percent over the past two years, and nationwide applications to law schools are down almost 16 percent in just the past year. With fewer students pursuing a law degree, the dual-degree requirement creates a smaller and smaller pool of eligible candidates for academic law library positions. This thinly veiled form of gatekeeping is not in the best interests of a profession seeking good people to replace a rapidly retiring workforce. All of us know of talented librarians who would be welcome in the profession were it not for their lack of a law degree. I would argue that on balance, the costs of the current way of doing business outweigh the benefits, and it is now time for the profession to look at alternatives to the dual-degree requirement.

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**announcement**

**The Call for Papers Has Begun**

Have you been thinking of writing an article of interest to law librarians? The AALL/LexisNexis Call for Papers Committee has just the incentive to get you started. The committee is soliciting articles in four categories:

**Open Division:** for active and retired AALL members and law librarians with five or more years of professional experience.

**New Member Division:** for recent graduates and AALL members who have been in the profession for less than five years.

**Short Form Division:** for AALL members; articles in this category will be shorter than a traditional scholarly article and appropriate for publication in *AALL Spectrum*, a bar journal, or a chapter or special interest section newsletter.

**Student Division:** for students in library, information management, or law school. Participants in this division need not be members of AALL. To submit in this category, you must have been enrolled in law school or in a library school, information management, or an equivalent program in the fall 2012 semester or spring 2013 semester.

**Submissions in the Open, New Member, and Short Form Divisions** must be received by March 1, 2013. **Articles in the Student Division** must be received by May 15, 2013.

The winner in the Open, New Member, and Student Divisions will receive $650, and the Short Form Division winner will receive $300, all generously donated by LexisNexis, plus the opportunity to present their winning papers at a program during the 2013 AALL Annual Meeting in Seattle.Winning papers in the Open, New Member, and Student Divisions are also considered for publication in *Law Library Journal*.

For more information, a list of previous winners, an application, and instructions on how to submit your article, please visit www.aallnet.org/main-menu/Member-Resources/AALLawards/award-call-for-papers.html. Winning papers from earlier competitions can also be found at works.bepress.com/aallcallforpapers.

If you have any questions, please contact a member of the AALL/LexisNexis Call for Papers Committee: Chair **Mark W. Podvia** (mwp3@psu.edu), Vice Chair **Benjamin J. Keele** (bjkeele@wm.edu), **Shawn G. Nevers** (neverss@law.byu.edu), or **I-Wei Wang** (lwang@law.berkeley.edu).
Hey! Employers!
What is it That You Want?
The baffling job search of a recent graduate

By Patrick S. Daly

As of this writing, I have never worked as a professional librarian. Now that I have written this article, I likely never will. I completed my MLS in December 2011, and, since that time, I have been searching for a position in an academic law library. My inability to find a position is mostly of my own creation due to an inability to relocate, so this is not an article lamenting the employment market or my personal travails. Rather, I seek to provide the perspective of a recent graduate to job advertisements seeking law librarians. Many of those advertisements reveal an uneasiness regarding where law librarians currently fit into their respective organizations, and they also show a philosophical clash as to how current law librarians view the future role of the profession.

The Standard Three
Job postings for law librarians frequently fall into one of three categories: 1) the IT professional; 2) the departing librarian’s résumé; and 3) the nebulous word cloud.

Let’s examine the IT professional category first. These advertisements contain computer skills so advanced and esoteric that any person possessing such qualifications could easily earn more than $100,000 per year in Silicon Valley. (If you doubt this assertion, search for computer jobs available in Mountain View, California, on Indeed.com.) In other words, the advertisement isn’t really for a librarian. Rather, the library is seeking its own IT professional.

Job postings of this type reveal that the IT personnel at the library’s organization either do not understand the library’s technology or that the library simply does not receive the necessary attention and/or support from its organization. These libraries may be better served by a service contract with their ILS provider or by a technical support contract with a third-party provider. Perhaps I am naive, but I would venture to guess that it is often easier (and possibly more cost-effective) to enter into those types of contracts than it is to create a position and then hire a person to fill it. At any rate, hiring a professional librarian to be a technical support person devalues librarianship and suggests an organization and, indeed, a profession that is struggling for its relevancy in a digital age.

Specific preferred qualifications in advertisements for law librarian positions are not limited to computer skills, however. Many postings list preferred qualifications so specific that few people would actually possess them. These postings are for a position not for a librarian who is interested in anything other than IT. Furthermore, these advertisements seek a librarian who is results-oriented, forward-looking, has in-depth knowledge, and is client-focused. What the librarian would actually be doing on a day-to-day basis if hired is anyone’s guess, and these advertisements rarely ever say. With respect to the brand of coffee with a similar name, these advertisements are chock full o’ clichés. If one pays attention to these word-cloud advertisements for law librarian positions over a period of time, an interesting observation arises: one will see the same libraries re-advertising for positions with slightly different job descriptions (with the job description in the latest ad being more specific). Reading between the lines, one can surmise that the library advertised the position, interviewed potential hires, and ultimately did not select a candidate. The library then re-advertised the position once it became clear to the library what the new librarian’s job duties would be. Presumably, this became clear to the parties involved in the hiring process during the first go-around.

Needless to say, the library should have a clear idea of what the prospective employee’s duties will be before incurring the expense of advertising and interviewing for the position. Otherwise, all of the job-seeking librarians who have the ability to exchange information and present ideas, who participate in an organization’s strategic goals, and who enjoy handling diverse challenges in a results-oriented environment will only be left in a state of bewilderment.

Seeking Clarification!
The title of this article asks employers what it is they are looking for in a new hire. I pose the question because, from reviewing the job advertisements for professional law librarians, it is not clear whether they always know. If even one library asks itself (and answers) that question prior to advertising for a position, then this article will have served its purpose.

Patrick S. Daly serves as in-house counsel for a title insurance underwriter in Baltimore. He acknowledges that this article is presumptuous. Hate mail may be sent to patrickdaly815@gmail.com.
Librarians:
Go and Be
Disorganized!

A blog post got me thinking about our future

By Megan Wiseman

Maybe the audience is mesmerized, or perhaps it is just very early on the third day of the conference and they’ve not had their coffee yet, but a hushed silence falls across the room as the group of dancers in sensible pumps, lab coats, and wigs finish their surprisingly well-choreographed routine with a flourish. The audience erupts into thunderous applause.
Numerous emails and clandestine meetings to practice signature moves have led to this moment, and the flushed performers smile at one another, exclaiming, “We did it! We pulled it off!” No, it’s not a flash mob . . . it’s a book cart drill team, though the parallels are acute. To borrow a line from the current hip-hop fashion: librarians were shaking off convention with spontaneous song and dance in public places before it was cool.

Rule-abiding catalogers, these masters of controlled language are also not-so-secret free thinkers who fight censorship tooth-and-nail . . . which should, by default, make librarianship one of the more versatile professions in today’s changing world. Future ready, tomorrow, forward thinking, 2.0, reinvent, protect, and assist our patrons.

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Sure, we might be able to rest on our laurels and point to our glorious past, all that hard work done by those first librarians. After all, we’ve tackled barbarians and invasions, bookworms and fire, to preserve and disseminate the collective knowledge of humanity. We invented, changed, and perfected how countless people have sought information, and we have played a major role in many educational systems. We are a service profession that has lasted hundreds of years. We’ve tamed the wilds of ignorance, brought order where once was chaos, and do so cheerfully, quietly, and, unfortunately, invisibly. To paraphrase Robert C. Berring of University of California, Berkeley Law School, “Librarians only saved the freakin’ culture!”

Disorganized but Effective
Quick history lesson: Scrolls for lending in public baths. Gutenberg. Accession and shelf lists. Closed stacks. Rise of the catalog. Every single one of these innovations and technological advances were adopted (if not developed outright) by libraries and technological advances were adopted (if not developed outright) by libraries and would likely be invited to a lot more parties. But this expectation isn’t that far-fetched. While I am no expert, I am aware that traditional Chinese education was heavily based on rote memorization of key texts, allowing for near seamless understanding and communication of ideas through extensive quoting and allusion. In effect, these scholars were libraries unto themselves. To the average person, libraries are ever so much more than “that place where books are housed”; they are a place of answers, a well-oiled transcendent machine of knowledge. The library is as much a part of our cultural psyche as the concept of home or university. The drive to collect all the fruits of human culture into one location for all to access has long been a dream of countless individuals, to possess such knowledge the mark of excellence.

Exulted in science fiction, classical literature, and philosophy, the idea may have best been expressed by Jorge Luis Borges in 1939 in his essay titled “The Total Library,” a work that predated his short story “The Library of Babel” in 1941 and better applies to the age of the internet. Waxing poetic on this “Total Library,” Borges imagines its contents as being “Everything: but for every sensible line or accurate fact there would be millions of meaningless cacophonies, verbal farragoes, and babblings. Everything: but all the generations of mankind could pass before the dizzying shelves—shelves that obliterate the day and on which chaos lies—ever reward them with a tolerable page.”

Cory Doctorow, journalist and science fiction author, put out a June 2012 blog post on www.guardian.co.uk titled “Disorganised but effective: how technology lowers transaction costs.” The post made a quick circuit of the internet and caught my attention as it touched on things libraries have long observed. Noting how “things that one person can do define what is ‘human.’ . . . The things that transcend the limits of an individual . . . are the realm of the super human,” Doctorow delves into the natural friction that occurs whenever two or more people work together to complete a task as well as the systems and technology created to reduce said friction. Taking the concept further, he notes several well-organized, effective institutions such as corporations, governments, and the like. I’m surprised libraries didn’t make the list. Or am I? To again quote Doctorow: “What would it mean to have networking fade into the background, become so commodified and automated that it more or less built and maintained itself?”

Again, I could swear he’s talking about libraries. Perhaps we’re too embedded for people to notice us . . . are we and our carefully developed systems too frictionless and therefore invisible to everyone but ourselves?

Visibility
So which are we? Superhuman or invisible? Depending on where you work, the Great Recession may have answered that question. The past several years have accelerated what some would call “the inevitable fate of libraries.” Entire communities, corporations, and firms moved from the concept of streamlined to austere, from sustainability to survival. Wikipedia killed the encyclopedia. Did Google take your job?

Only last month, I read a surprised exclamation online from an individual who felt betrayed by Google, discovering...
So, where do we fit in? What can we bring to the table? Is it our job to hearken back to the days of traditional Chinese scholarship, when students were required to memorize texts for seven years before even penning their first essay? Do we, as librarians, or custodians of human culture, know better? In a world where you can crowd-fund a web series or research into a rare disease, is it our responsibility to crowd-fund the building of an e-book database that plays fair to authors and publishers and allows easy temporary lending to patrons?

On a practical level, and granted these examples are next to impossible in the corporate world, some public libraries have partnered with stores, coffee shops, and even post offices. (Sorry, but when you start pairing with the USPS, it sounds to me like the final nail in the coffin.) Kudos for thinking outside the library, for getting a few gate counts. . . but this is a temporary solution. What are your motives? Are you meeting patrons’ needs or your own? Thinking far outside the library—far, far outside the library—doesn’t necessarily mean a land grab . . . unless you’re exploring entirely new territory.

In a world where a successful hacker can bring down a social network faster than you can say “Guy Fawkes,” where a comment on Twitter can become a meme, an urban myth, or fact over the course of an afternoon . . . oh, the world has gotten more complex. The advent of the internet more often helps us than hinders us. The librarians of today serve an information-obsessed world, and Borges’ dream may well come true.

From a dusty, dry desert to the site of digital boomtowns mining information, the internet has its share of Black Hat outlaws. And as civilization, law and order, rush to regulate it, it’s the information professionals who should be leading the way. (Consider yourself deputized.) I mentioned earlier that we’ve been performing our admirable tasks invisibly, an observation that I believe led me to read Doctorow’s post with such library-centric fervor. But to reach my conclusion without first giving a nod to the visible side of the profession would be a great oversight. Maybe we’re more visible than we think. Raise your hand if you’ve got a “fan club” among your patrons, a few people who like the work that you specifically do. (I’m guessing that most people reading this are sitting in an office, on a train, or on the bus with their hand held in the air. Talk about visible.) One of the places that Anonymous gets its power is through its invisibility. There’s a menace to that. There’s a dark magic to the way that a search engine pulls up search results, an impression of slight-of-hand that can leave one a wee bit distrustful. I leave this observation until now, because librarians innately inspire trust. Librarianship is still a profession, not just a job, and if we do look to emulate those fast-moving, guerrilla groups that so entrance Doctorow, we need to make sure that we don’t lose that trust, that transparency and accessibility, in the process.

Embracing the Chaos

And so I conclude with a few more open-ended questions. No answers, just a distillation of one afternoon of inspiration gained through reading Doctorow’s aforementioned post. What happens when librarians run the next revolution? What if the organized became disorganized, or at least decentralized, as our technology now allows? What does the next Wikipedia look like? The next grassroots movement? What could a librarian flash mob accomplish? And are we brave enough to free the data, open our stacks, and embrace the chaos? I leave the penultimate thought to Doctorow: “Most of all, I try to imagine what ‘disorganised and effective’ groups would do with every area of substantial human activity, from public health to education to astronomy. It’s a wonderful and mindwarping sort of exercise—I thoroughly recommend it.”

So what will we, as librarians, do with it? ■

Megan Wiseman (mkw@wbb-law.com) is librarian at Weiss Berzowski Brady LLP in Milwaukee.

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Every year AALL awards thousands of dollars in scholarships to law school and library school students and AALL members. The following scholarships are awarded annually:

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For further information, contact AALL Scholarships Committee Chair Jennifer Duperon at jenniferduperon@gmail.com or AALL Headquarters at 312/205-8022 or membership@aall.org.
WHY DOES A WIKI SUCCEED OR FAIL?
Using one wiki’s failure to understand why some wikis succeed

By Sally Wambold

A wiki that was set up by AALL for librarian job hunters in this tough economy did not flourish. Despite purpose and excellent leadership, it failed. Some wikis are clearly flourishing, so the question becomes: why did this particular wiki fail? What is it about wikis that cause some to succeed where others fail?

What Makes a Wiki Worthwhile?
Although Wikipedia is the most famous example of a successful wiki, law librarians, including AALL groups, have also used wikis successfully. For example, Yael Mandelstam, head of cataloging at Fordham University Law Library in New York, has had success using a wiki for her work with law genre terms. And the Virginia Association of Law Libraries (VALL) has a wiki for its website.

To find out what made the VALL wiki a success, I spoke with VALL President-Elect Amy Wharton. She cited three qualities that she believes that all successful wikis have: participation, a purpose central to the organization’s mission, and publicity.

To learn more, I searched online using the search engine HighBeam Research and retrieved a column by Robin Peek published in Information Today on May 1, 2011. Peek used the software platform Wikimediia to create an open access directory at the Graduate School of Library and Information Science at Simmons College, where she is a professor. Before launching the project, Peek and her colleagues analyzed wikis. In her article sharing the results of that analysis, Peek validates Wharton’s assessment that wikis need a sense of purpose.

Peek also agreed that participation is an important ingredient, at least in the sense of having a leadership group that is willing to direct the work and to focus on the progress and development of the wiki. Quality control, she said, is clearly important. For example, her open access directory had intensive hands-on development. Peek and her colleagues developed scope notes for each list. Each list was populated with content before it launched so that the format sought was clearly indicated. They relied on careful timing and did not make their lists public prematurely. They provided active oversight; they did not start a list and just let it go its way, and they made corrections promptly if lists did not develop as expected.

In terms of why wikis fail, Peek suggested that wikis may struggle when developers try to do too much for too many. In effect, they fail to narrow the scope of the wiki to focus clearly on an achievable goal.

Peek’s article goes on to say that the lack of focus can be related to reliance on people who never materialize to perform work that is not clearly defined.

Peek cites Google’s Open Directory Project (ODP) as an example of an unsuccessful wiki. Her analysis was that upper-level editors’ oversight was absent. Contributors to the ODP did not have enough guidance to motivate them to do the work needed.

Finally, in looking for clues to why a wiki is successful, I turned to Wikipedia, which is, of course, enormously successful and heavily used. Wikipedia’s quality control has been criticized; nevertheless, people use it because it has value. It is more user-friendly than Encyclopedia Britannica; at least, that is my personal experience. Wikipedia permits vetting. It requests feedback and evaluation. I can find most everything I seek, though there are some topics that I cannot find. It has a purpose. Collaborators are contributing with enthusiasm. It gets constant word-of-mouth publicity. The scope is just right—broad enough to include most any topic, yet not overwhelming because it employs the familiar, time-honored encyclopedia format.

At the University of Richmond Law Library, we have a successful wiki for technical services information. In lieu of yet another procedure manual that would need constant updating, we have written instructions and links to information needed for cataloging. The wiki does not take up shelf space in each office. Each person in technical services emails changes and additions to the person entering information into the wiki. We contribute to this wiki because it is in our best interests to add useful information.

Recommendations for Trying Again
I believe that this brief exploration of why wikis succeed or fail demonstrates that wikis can prosper. So why didn’t the job-hunt wiki succeed?

In looking at whether the job-hunt wiki violated the rules that Wharton and Peek laid out, I found that it seemed to follow the most important rules. For example, it did not seem to have a scope that was too broad. In fact, our job-hunt wiki had a narrow focus. Focus was not its downfall. Furthermore, I believe that the work to be done on the wiki was clearly defined.

No, the job-hunt wiki’s downfall was caused by the fact that users failed to contribute to it. Imagine what would happen to Wikipedia if no one provided any definitions. But why didn’t the contributors appear and do their work?

My theory is that the contributors were so involved in their job hunts that they did not have time or energy to be part of this wiki. I cannot prove my theory, but I do know that a job hunt can be all-consuming. It can leave the job hunter emotionally and physically depleted with few resources for anything else.

Based on what I found in my research, if the job-hunt wiki were to be restarted, I recommend an approach that would minimize demands on the job hunters. For example, perhaps they could record a brief message for the wiki that someone could transcribe. Or perhaps a survey could be developed that would not consume much time. I believe a second version of this job-hunt wiki could work if it recognized that job hunters have little free time and made the contribution process painless. After all, we know that wikis can succeed if handled properly. ■

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Law Libraries Linking Data to Mobile Devices
Save patrons’ time and stay hip

By Anna Russell and Carli Spina

From cars and cameras to computers and smart phones, as a society, we tend to gravitate toward new technology because it helps us work more efficiently or have more fun. Many articles have been written on the modern interest in newer, faster, smaller technologies—cue in mobile devices and mobile technologies. Mobile devices do everything that computers can do—but in the palm of your hand. The legal community, as a microcosm of the larger society, is no different in its desire for mobile devices because they provide quick access to work information and personal information and because they are fun. But how do law libraries, the bastions of voluminous print resources and the access portals to subscription-based digital piles of legal data, incorporate mobile device tools that often have more to do with social networking than reading primary source law? They do it slowly, if at all, due to the many challenges adding new technology usually presents. This article attempts to offer ways to meet the challenges of mobile tagging and successfully overcome them.

Mobile devices began to pick up steam among law librarians in 2010; mobile devices existed before then, of course, but in 2010, conferences and meetings like the Computer-Assisted Legal Instruction (CALI) conference began to discuss how mobile applications and mobile tagging technologies (principally 2-D barcodes) could be used to provide patrons with access to legal information. Since at least 2010, many marketers, bloggers, and researchers have speculated on mobile devices and technology trends, postulating that mobile devices will take the place of computers. A September 2011 press release from the International Data Corporation (IDC) described a new media market model, which estimates that mobile internet users will surpass wiredline (i.e., cable-connected terminals in a fixed location) by 2015. The IDC press release states, “As smartphones begin to outsell simpler feature phones, and as media tablet sales explode, the number of mobile internet users will grow by a compound annual growth rate of 16.6% between 2010 and 2015.”

With mobile devices like tablets and smart phones becoming ubiquitous, by using mobile devices for viewing information, we as legal librarians are reducing the number of tech devices individuals must connect to at one time, adding value to data that may have only had one or two points of entry (print or PC) but now has three or four (add tablet and smart phone). What about mobile devices, though, makes them useful for accessing information? One reason to use a mobile device is the efficiency of action associated with the mobile tagging capabilities of mobile devices. Phrased another way, after information has been published, how does it get to the patron and how can mobile tagging be of use? In broad terms, the logistics of information supply generally consist of 1) published data, 2) a storage medium for the data (e.g., print books, databases), 3) a transfer process to access the data in the storage medium (e.g., the internet connection), and 4) the output or viewing device (e.g., the book, PC, tablet, or smart phone). Mobile tagging, then, functions during the transfer process; it is faster than human hands in locating specific internet-accessible data. Mobile tags, set in advance, point to specific pieces of internet-accessible data; they wait for a patron to initiate them (i.e., scan them), and once initiated, these tags rapidly link to the set information.

Understanding Mobile Tags

Simply deciding to use mobile tagging technology, however, is not enough. For better or for worse, 2-D barcodes have proliferated over the past few years, with each type offering its own advantages and disadvantages. In addition, as mobile tagging has grown popular, other technologies have emerged that aim to one day achieve the advantages of mobile tagging without the need for unsightly barcodes. The decision to integrate mobile tagging into your outreach efforts requires a careful analysis of the features of available technologies to determine which most closely meets the needs of your institution.

Despite the multitude of mobile tagging options, two emerged as early favorites, particularly in libraries: Microsoft Tags and QR codes. Each has its pros and cons.

Microsoft Tags, the best-known type of high-capacity color barcode, are frequently seen in magazines and advertisements and consist of a small square with a colored pattern made of triangles or dots overlaid on an image. Unlike QR codes, Microsoft Tags have not been opened up to developers, so users must create and read the tags using Microsoft’s proprietary platform. While users can currently create Microsoft Tags and download the reader for free, Microsoft may charge for certain features in the future (though this does not seem likely in the near future). Moreover, this also means that there is only one Microsoft Tag creator and one reader, though the reader is available for a wide range of smart phones and mobile devices. According to the company’s website, Microsoft Tags can incorporate any image or logo by overlaying a pattern of dots over the image and can be used to link to websites, phone numbers, text, or contacts.

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Conversely, because QR codes are not subject to any license, QR code generators and scanners have proliferated widely over the past several years. Free scanner applications are available for virtually all smart phones and mobile devices, and there are a variety of different QR code generators available both for free and for pay. QR codes have sufficient redundancy built in, in that approximately 30 percent of the code can be covered with other text or graphics without negatively impacting the scanning process, which gives users the ability to incorporate logos or designs into their QR codes with ease. QR codes can also be made in any color as long as there is sufficient contrast with the background on which it is displayed. QR codes have also been gaining recognition in libraries recently, with several libraries using them in unique ways—in part because of what is perceived as their greater visibility among patrons. New options are emerging that allow the destination of the QR code to be changed without editing the code itself, which makes using QR codes more convenient when the destination URL changes frequently.

The Future of Mobile Tags

SnapTags are a newer option that was developed by SpyderLynk as an alternative to existing 2-D barcodes. The major advantages of SnapTags are their more subtle, appealing look and their ease of use. Unlike traditional 2-D barcodes, SnapTags make use of a mobile device’s camera rather than a separate reader app. SnapTags encode all of the necessary information in a circular band, leaving space for a logo in the center of the tag, which can provide a more professional look than some of the other mobile tag options. However, the advantages of SnapTags are somewhat tempered by the fact that it is a proprietary technology with no free options currently available. Also, users may not initially be as familiar with how to use this technology since it is a newly emerging option.

Because the recognition by users is an important component of use, it is generally easier to use one of the more popular code types to take advantage of the fact that users may already be familiar with these types of codes. 2-D barcodes may become obsolete in the future, with some companies, such as Kooalba and even Google with its Google Goggles project, already looking forward to a time when it will be possible to scan print materials, or even your surroundings, and connect directly to online content without the need for any sort of code. But in the meantime, 2-D barcodes offer exciting options to provide an immediate connection between a physical library and its electronic resources.

Mobile Tagging Technology in Libraries

Mobile tags can be used in a wide range of contexts, and many users have already developed surprising uses, ranging from including them on advertisements to putting them on clothing. While many of these uses may seem like more novelties, some institutions have found ways to leverage this technology in ways that complement their mission and help them to reach their users in new ways. For example, museums have been using QR codes generated by QRpedia for their unique ability to connect users with relevant Wikipedia entries in their native language (or more precisely, the language of their mobile device).

Libraries have also started finding ways to use mobile tags to engage with patrons. The William A. Wise Law Library at the University of Colorado Law School, another user of mobile tags, stands out for its early experimentation with Microsoft Tags on end panel signs, as well as to link patrons to library policies and resource guides. Interestingly, the library recently switched from Microsoft Tags to QR codes in an attempt to increase patron use after finding that few students were scanning the Microsoft Tags. QR codes were the predominant mobile tags used in the libraries surveyed. The Harvard Law School Library has used QR codes as a way of connecting patrons with additional information about library policies, where to find materials, and how to get reference help, as well as connecting a physical exhibit with its digital counterpart. In response to a February 2012 email correspondence, Austin Groothius, marketing manager for CALI, describes some CALI QR code uses, including marketing and linking to legal education tools such as LibTours—short audio instruction pieces explaining specific types of legal resources. The mobile tag, when scanned, initiates the audio on the user’s mobile device. Law libraries can place QR codes linked to CALI LibTours near related legal resources on their own shelves to provide patrons with additional information about the resource at the point of need.

The Western New England School of Law Library has used LibFour QR codes in its stacks since July 2011 and has included them in library orientations and offered displays to educate patrons on their use. The library has also used QR codes to allow patrons to email reference staff when reference services are unavailable. Elliott Hibbler, the library’s research/faculty services librarian, notes, “While QR code adoption has not been as high as I thought it would be, I still think QR codes have a useful place in a library’s outreach toolbox. It is a great way to augment a display with multimedia content or to provide links to point-of-need reference next to print material in the stacks.”

He goes on to say, “QR codes still have a marketing use, as well. Even if QR codes are not directly converting to hits, they convey a message of accessibility to library patrons. That ‘accessibility anywhere’ message can be a part of your library’s brand.”

Similar to CALI’s use of QR codes in LibTours, at the University of San Diego’s Legal Research Center, QR codes have linked patrons to the library’s streaming media presentations of specific legal resources. The University of San Diego has also used QR codes to link patrons to an SMS number for texting questions to the reference desk’s email address, as well as to link to the library’s hours, the mobile library catalog, and various other online resources. Ruth Levor, associate director of the Legal Research Center, explains that the library’s QR code program is part of a larger goal to make
students “feel that they are never alone and always have somewhere to turn for research assistance.” She adds that, given the way students tend to wait until they absolutely need a research question answered, mobile tags are a way to meet students where and when they have a need.

Mobile Tagging Tips, Tricks, and Pitfalls to Avoid
When considering adding mobile tagging as an access point for legal information, we advise first establishing a strategic planning process that incorporates the following:

- A plan to determine the display areas for your mobile tags in an organized, uniform, and branded fashion.
- Deciding where you want to physically display your mobile tags is an important first step and requires knowing where mobile devices are most commonly used in your library. Displaying a mobile tag on your website, for example, is less effective than displaying the tag near print materials because a patron who is already accessing your website on a PC is unlikely to switch to a mobile device. Some may also want to consider using mobile tags to reach outside your library. Also, if your mobile tags are not displayed in an orderly manner, the pitfall is sensory overload. Furthermore, having a uniform, branded set of mobile tags allows patrons to immediately recognize the value of the tag, remembering how to use the tag from previous encounters with different programs or similarly branded tags.
- A plan for determining the type of mobile tag and the mobile tag generation software you will use. Using different types of mobile tags requires your patrons to download different mobile tag readers, which is confusing and inefficient. Having one mobile tagging generator also saves you time as you create new tags. The University of San Diego’s Legal Research Center has had great success with efficiently creating and organizing 2-D mobile tags using a URL shortening, sharing, and tracking program called bitly (bitly.com) and the French QR code generator Unitag (www.unitaglive.com/qr/codec). Shortening your URL is important because it shortens the amount of information that the QR code must process and makes for a more scanable code. Also, a good free QR code generator should not require special programming or design skills, though it may allow you to change the color of the tag as well as add a logo.

It will also provide a blank buffer around the tag that allows the reader to effectively scan the tag.

- A plan to conduct patron surveys and receive periodic feedback on the mobile tags’ usefulness. Without some form of feedback, accurately assessing how useful mobile tags are for your patrons is difficult. Jen Ferguson, data services librarian at Northeastern University, endorses usage statistics, stating, “Usage stats from the codes have been enormously helpful in letting us know what our patrons are interested in. It’s been interesting to speculate on why certain types of codes seem to generate more interest than others.” Use of online surveys and online analytics are two separate ways to chart usage statistics. One example is bitly, an online tool that tracks the number of clicks on a particular bitly link so that you will know how many times a tag with a bitly link has been swiped. At the University of San Diego, bitly provides us with the comforting knowledge that all but one of our QR codes in the stacks are being utilized by patrons. From our statistics, we found that our QR code flyer linking students to guidance on study aids is not useful for patrons and is potentially in a poor visual area since we see that it has never been scanned. On the flip side, through our bitly stats, we found that a separate QR code flyer linking to a streaming media presentation of the Federal Practice Digest System is popular among patrons. The Federal Practice Digest System QR code went into the stacks near the print Federal Practice Digest set in mid-January 2012. A September 2012 usage check in bitly shows that the bitly link to the presentation contained in the QR code has been clicked a total of 21 times since inception with usage by month also viewable.

- A plan for addressing technology issues. Patrons, for example, must have wi-fi or a cell phone signal to use mobile devices. A patron scanning a mobile tag that links to internet-accessible content requires the patron’s mobile device to be online. Mobile tags have also been used by bad actors to link people to sites containing malware, though applications such as Unfurlr now provide a means of checking for malware when scanning codes. Law libraries ought to be aware that patrons are trusting them when scanning library mobile tags to access specific data is not expected to become outmoded since mobile device popularity is only expected to grow. Having a library environment that integrates mobile device technologies into accessing information is not only hip, it familiarizes patrons with the interaction between legal research and technology trends and thus lays the groundwork for further integration between your library’s physical and electronic resources.

Having an advance plan that leverages these aspects and has received supervisor buy-in before rolling out even one mobile tag flyer is key to making the entire process seamless and value-added.

Groundwork for the Future
Although future mobile technologies may supersede 2-D barcodes, if 2-D mobile tags are properly integrated into your library, they have the ability to lay a foundation in patrons’ minds for the next generation of mobile tagging. CALI’s Austin Groothius is not alone when he admits of 2-D mobile tags:

“A cool idea that, because of user adoption barriers, might be better in theory than in real life.” However, the primary function of current 2-D mobile tags to quickly link mobile device users to specific data is not expected to become outmoded since mobile device popularity is only expected to grow. Having a library environment that integrates mobile device technologies into accessing information is not only hip, it familiarizes patrons with the interaction between legal research and technology trends and thus lays the groundwork for further integration between your library’s physical and electronic resources.

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Rules of Dating

How to court your faculty or a managing partner

By Elizabeth Johnson

E
ev though law librarians aren’t really dating law faculty and/or lawyers, the process of building healthy relationships with them has a lot of similarities. We are charged with developing professional relationships with faculty or lawyers that are built on a foundation of good communication, solid trust, and common respect. Trust is built into our relationships by a foundation of reliable services, skills and knowledge, and communication. We engage in this process to serve the greater organization, no matter whether that organization is a university or law firm.

Based on Patrick Lencioni’s The Five Dysfunctions of a Team, this pyramid represents the needs that must be accomplished sequentially before a team can successfully work together.

In The Five Dysfunctions of a Team, Patrick Lencioni explains, “in the course of [his] experience working with CEOs and their teams, two critical truths have become clear . . . first, genuine teamwork in most organizations remains as elusive as it has ever been, [and] second, organizations fail to achieve teamwork because they unknowingly fall prey to five natural but dangerous pitfalls.” Lencioni calls these pitfalls “dysfunctions.” Rather than focusing on the dysfunctions that teams must overcome to be successful, I prefer his positive approach to the dysfunctional team paradigm. This approach to building effective teams is based on the following Lencioni truths: (1) the team members trust one another; (2) they engage in unfiltered conflict around ideas; (3) they commit to decisions and plans of action; (4) they hold one another accountable for carrying out those plans; and (5) they focus on the achievement of collective results.

For librarians, our teams include our constituents, regardless of whether they are practicing lawyers or scholars. Our charge is to work through Lencioni’s positive approach to create the most effective organizational teams possible. If we ever want to reach the top of the pyramid with our team, we will focus on the achievement of the collective (or the larger organization), we need to first establish a foundation of trust. According to Lencioni—and I agree—“trust lies at the heart of a functioning, cohesive team.”

Surprisingly, working to develop a productive team, whether through a faculty services program or through a private firm library, is not that much different from dating. Just like politicians and celebrities, American society is fascinated by social relationships—romantic, personal, parental, or professional. For all of these, we, as a society, have developed “dos and don’ts.” These are the social norms, or rules, developed around how we interact with each other, whether in reality these norms are based on truth or myth, are seen as good or bad, or are just crazy.

And as librarians, we like rules. We like structure—cui the catalog here. But one of the most important parts of being a librarian is that we take those rules, deviate from them, expound on them, and make them better. We twist them and play with them and make them work for us. So I’ve twisted the dating rules into five rules for cultivating and growing your professional relationships. See if these rules work for you, and change what doesn’t so that they do!

Rule No. 1: Don’t be afraid to flirt.

There’s no need to start practicing your eyelash batting or to try to recall the pickup lines that you remember bringing you the most success in college. Just like

with dating, the first step in building a relationship is letting someone know that you’re interested. If you struggle with small talk, one strategy is to ask questions until you find something in common with that person. By asking questions and actively listening, you’ll be surprised at how easy it is to connect with your faculty or partners about things they can relate to personally. Maybe you’ve been struggling to connect with a jet-setting partner, but you know that he or she is a die-hard football fan. Next time you see them in the coffee room or at a business meeting, strike up a conversation and dazzle them with a tale about the West Publishing party in the Broncos’ stadium where you were on the field throwing passes or kicking the ball. Bingo. You’ve now connected. The possibilities are endless here.

Humor is another popular way to break the ice, as long as your jokes are work-appropriate and not forced. To quote an article on dating rules from CRACKED.com, “Pick-up lines may be fun to read, but the second you ask the girl at Dairy Queen how she can work with frozen desserts when she’s so hot, you lose. Game over, no continues, put your quarters back in your pocket because you don’t get another turn.” The same applies when you are striking up a conversation with an associate dean of faculty. It is key to know your audience. You may think your joke is funny, but if it strikes the wrong chord with your audience, you’ve lost a lot of credibility.

But often the easiest and most comfortable method to start building relationships is as easy as making sure to reach out and speak to each of your faculty when you find yourself at the same events, whether that’s at a formal faculty meeting or during a firm cookout. By developing relationships outside of the research realm, you will strengthen the professional relationships so that those people turn to you when they have research needs.
Part of providing good library services is that you, as the librarian, provide a safe place for your team to work. Faculty and lawyers don’t like not knowing how to do something. When they find themselves in a place outside their comfort zone, they become vulnerable. If you’ve started building a trusting work relationship outside of traditional reference interactions, there is an established base for the partner or faculty to seek you out when they may be in unknown territory. If you’re approachable, they will feel more comfortable showing you their vulnerability within a given task.

Rule No. 1: Don’t be afraid to flirt.
- Be approachable. Find common interests.
- Strike up conversations & better to your team’s needs to build professional trust.

Rule No. 2: Don’t be a doormat, but don’t play hard to get.
- Communicate deadlines and progress.
- Let your work speak for itself. Step back and let the team take the praise.

Rule No. 3: Don’t kiss and tell.
- Let your work speak for itself. Step back and let the team take the praise.

Rule No. 4: Play the field.
- Use your colleagues and productivity tools to increase your project management skills.

Rule No. 5: If he’s not calling, texting, emailing, he’s just not that into you.
- Find ways to insert your services into your teams workflow, without waiting for their request.

My five rules for dating and how you can use them in the library

Rule No. 2: Don’t be a doormat, but don’t play hard to get.
The best personal relationships are based on common respect and not playing games (e.g., following the three-day rule before calling someone back). Show your partner the same respect you would like from them. The same applies in the office setting. As a librarian, you’re not a servant; you’re a professional in a partnership or on a team with other professionals. It is OK to let your team know that you have a busy schedule and might need to rearrange things to get them what they need. This rule works only if you are upfront, honest, respectful, and follow through to get them what they need. Additionally, that team or partner might find this encouraging because it will show them that you are high in demand—a valuable commodity to the organization.

There are extremes, of course. You don’t want to be nonexistent. My rule is to at least touch base, one way or another, within 24 hours of a request. That doesn’t mean you have to be tied to your Droid or iPhone 24 hours a day. No faculty member expects you to answer his or her email at 10:30 p.m. on a Friday. It is OK to respond Monday morning once you’re back in the office. Generally, however, you want to turn projects around as quickly as possible. But keep in mind that if you are still working on establishing your relationship, you’ll want to make regular proactive contact with the person or team and follow up until you get them hooked on your incredibly diverse talents.

Rule No. 3: Don’t kiss and tell.
If you are really interested in the person you’re dating and want to build the relationship into something more, then you don’t gossip with your friends about how good or bad the kisses are. You keep the intimate moments to yourself. The same applies to working with a team, just in a different context. Keep confidences with your faculty, and stay mum on any information they disclose about their upcoming projects. Let the faculty member boast about it and your help when the project is done. Stand back while the managing partner commends the new associate on the impeccable brief and research he or she completed for an important client, even though you know how much that associate relied on the library team for the research component. In other words, don’t steal their thunder, even if you are actually the one doing the nuts and bolts of their research.

Ultimately, the librarian’s role is a part of the larger project, or collective results, for which the team as a whole is responsible. We are all pieces of the puzzle. Your final work product, as a librarian, should speak to the quality of your research rather than what you have to say about it. However, it is OK to talk with your fellow librarians about the projects you’re working on. Here is a good opportunity to build trust, not competition, among your library colleagues in case you need help managing multiple faculty projects in the future or if you’re going to be out, away, or unavailable while working on another project.

Going back to the positive team paradigm developed by Lencioni, this stage would be closer to the top of the pyramid. Going back to the positive team paradigm developed by Lencioni, this stage would be closer to the top of the pyramid. Before an attorney or faculty member will invite you into a project that he or she considers intimate, personal, he or she must know that you are a trusted colleague. Refer to rules 1 and 2 if you’re still building that trust.

Rule No. 4: Play the field.
You can’t find Mr. or Mrs. Right if you don’t explore who is out there and available. But when you find that you’ve scheduled a date for cocktails, a different date for dinner, and a later one with someone else for a movie, you might find yourself overwhelmed with the options. The same thing can happen with projects at work. Once you’ve built a strong foundation of trust with your team, you may find that you have more projects on your plate than you can handle. While this can be an awesome feeling, it can also be intimidating. Deadlines don’t change. The only thing that changes is the expectation of your work, and it goes up.

To stay on top of things, utilize other librarians, paralegals, or research assistants. You may find that this becomes a great opportunity for you to teach someone else new skills, which may empower him or her to take other professional steps forward. Set deadlines for yourself (that you don’t necessarily have to share with the faculty) that allow you to stay on track and manage your time wisely.

However, if you feel like your work quality is diminishing because you’re overwhelmed, it is time to take a step back and look at what is on your plate. It may be time for you to take a critical look at your own time-management skills. One way to do this is to explore different productivity tools to help you manage projects while keeping your faculty and partners abreast of your progress. Yes, they do actually want to know what you’re doing and how much longer the request is going to take!

For example, if you find that file management and project organization is difficult for you, Evernote might be a good option for you to try. It is an easy tool to set up and share. Evernote works like a virtual binder, where you can set up notebooks and notes instead of files within a linear system. You can add files or web clips (articles on the web or websites) by easily adding an extension or plug-in to your browser.

There are various methods and ways to set up your binders or notebooks in Evernote. For example, you may want one notebook for all your projects and a separate note for each new request, or you may want a stack of notebooks for each team with different notebooks for...
Evernote allows you to share your notebooks with the rest of your team, improving collaboration.

Rule No. 5: If he/she’s not calling, texting, or emailing, he/she’s just not that into you.

It is common sense that if a fella or lady isn’t getting in touch with you after the first date, there probably isn’t going to be a second one. The same concept applies to working with faculty and partners. If they aren’t convinced they need your services, they probably aren’t going to get in touch with you again. However, the most important point is that if your team isn’t getting in touch with you, they might not realize all you can do to help them.

Let’s be honest: a faculty member or new associate’s first thought when booting up his or her laptop in the morning is not, “How can I use the library today?” We, as librarians, need to ask ourselves that question, figure out the answer, and present it to our faculty. We need to answer their question before they have to ask it. For example, by looking at faculty members’ syllabi, scholarships, or clinical instructions, you can insert yourself into their workflow by presenting that answer to them. For instance, you could proactively offer library in-class lectures regarding subject-specific research techniques at strategic parts of their course in hopes that their student work product is improved, or you could suggest to a managing partner that a librarian should be a part of a request for proposal on a firm project to lower client costs by acting as the project manager. Or think about setting up alerts for new case filings online through PACER or the Courthouse News Service (www.courthousenews.com) or reading industry and market reports. After you have culled through the newly filed cases and market reports, you can send select information on potential new clients to the associates for them to develop into new contacts. You, as a librarian, have the skill to manage the information, but more importantly, you, as an innovator, can turn that information into revenue generation by disseminating the appropriate and relevant information to associates and rainmakers.

At the beginning of the relationship, this interaction might seem nonexistent. Don’t worry. As you work with faculty or associates, impress them with your work product, and build trust, they will start listening to your new ideas and thoughts on how to incorporate yourself into other aspects of their jobs. This is where you start seeing change and begin moving up the pyramid. See Lencioni’s second truth: the team engages in unfiltered conflict around ideas.

Let’s glance at what that change will look like. To build trust in the relationship, you may start with setting up current awareness tools to keep your team up to date in their areas of interest. If that works well, you may engage them with conversations about trying new ways of managing that information. With each team meeting, hopefully you’ll find that because you trust each other’s work, you’ll be able to speak about what is working and what is not. Though there is vulnerability in conflict, your team will be able to work effectively through this conflict and be more productive because you have taken the time to get to know one another and trust each other’s intentions. The next crazy idea you have may be the next new service your faculty or attorneys will use to solve their problem.

(continued on page 25)
As the legal industry continues to develop new models of efficiencies in a tightened economy, legal librarians also must adjust and rethink their craft. It's time to abandon any traditional views of library services. No longer can we be seen as just catalogers and information providers. To survive and thrive, we need to cast ourselves as intelligent, critical, active players who not only add incredible value to client service but, in fact, can even serve as profit centers for our firms.

Presenting at the 2012 Private Law Libraries Special Interest Section PLL Summit, The Path to 2020: A Vision for Change, Paul Morton, executive director at Burns & Levinson LLP in Boston, gave a talk titled Monsters Under the Bed and Overdue Library Books—What Keeps the “C Suite” Up at Night. He explained, “The only constant that we seem to have in law firms these days is change. Things are different than they were yesterday, and certainly we can look forward to things being different tomorrow. Obviously, we all see this. But law firms and lawyers historically do not react well to change . . . the law is based on precedent. Whenever we look to see what we should do, we look back to see what was done.” That's actually the crux of what a law firm library system is about—helping us find ways to utilize what has been done in the past to help us decide what to do in the future.

We, as law librarians, need to embrace the changing business of law and position ourselves to be ahead of the curve as we assess the needs of our organizations. By carving out new roles in competitive intelligence (CI) as knowledge managers and embedded professionals, we track trends and monitor industry changes for our clients. It is time that we as librarians harness those same skills and look to the future of our own profession for new challenges that will benefit our firms.

Positive Attitudes in Tough Times
If you come to work with a less-than-stellar attitude, it doesn't go unnoticed. We all have bad days, but if the bad days turn into weeks, months, and years, you are certainly affecting the way your attorneys will interact with you and your staff. Taking up space is not included in our job description; to be successful, we must be innovative and enthusiastic to set the tone for the Gen X and Gen Y workers on staff and provide a positive succession plan.

Dressing professionally, choosing a new hair style, looking your best, and basically feeling good about your appearance presents a level of confidence and professionalism that draws people toward you. Think about choosing clothes and accessories that blend in and make you look like your clients. People want to interact with people like themselves. These choices have the added benefit of making us feel better. Once you've begun to change your style, begin to work on your attitude. If you don't like your job, by all means, change it. If you need a reminder as to why you chose this profession or your particular job, grab a piece of paper and write down all the reasons why this job is special, put it in a prominent place, and read it several times a day. Life is too short to spend it being unhappy.

Walking around and talking to people is underrated. You can drum up more business by checking in on people who haven't been in the library for a while. Be visible within your organization. Hand delivering results to people is a great excuse to walk around. Sometimes during my elevator conversations with partners, they will joke, “Do we still have a library? I haven't been down to use the books in months!” I always answer, “The library is everywhere you need us to be. It's those CI reports we provided you last month when you pitched client X. It's librarian attendance at practice group lunches. The library isn't just a place anymore, it is service everywhere. It is you calling us on the phone or requesting information via email 24/7. The library is all around you.” This is the kind of answer we all need to give when faced with a joke about print materials.
Brand Your Value

Several years ago, the library at Neal, Gerber & Eisenberg LLP was completely renovated, and we gained 20 percent more space. I am often asked how we managed to increase space during a time when library real estate almost universally continued to shrink. My answer is simple: we gained space because of the positive effect that our branded CI reports have on the firm’s bottom line. We were not adding stacks for books. We added space to increase CI staff. Nobody in power understands or cares about the importance of backroom operations like cataloging or routing, but they do understand the glossy vellum-covered reports branded with the NGE CI tagline “Intelligence—Analysis Results—CI: Your Business Edge.” We were using our CI brand to reinforce our value.

One small step in adding value is to make sure that every work product that leaves the library is labeled with branded library notepaper, a sticker, or a stamp—no exceptions or excuses. No anonymous yellow sticky notes. Your customers can give you the kind of advertising that you can’t buy. To reinforce the library staff, make sure they know where the work is coming from. Your goal should be to have everyone leave your library happy, even if you can’t give them what they want.

Start with creating a logo. This task can be as simple or as elaborate as you want. The key is to make it usable. Use simple clipart, use the Wingdings font (turned into an image), or create something fancier. Pick a color that will stand out on a busy attorney’s desk, and stick to it. Reproduce your logo for your internal email signature, notepads, reference request forms, and library signage. Ask your marketing department for creative input, and leave production to your copy center. Make sure everything matches and that it goes on everything produced in the library.

Next, create what our academic colleagues call pathfinders and what we at Coblenz, Patch, Duffy & Bass, LLP call Quick Start Guides. Put them on your internal web server, and then create QR codes leading to them. There are free, easy-to-find online tools to create the little boxes of techno magic. After you brand and laminate the QR codes, stick them to your stacks so your clients can find the information they need as they research in the library. No stacks? No centralized shelving? Create a laminated deck of Quick Start Guides and give them to new hires. Include your logo and library contact info.

Give your staff cell phones and teach them how to text if they don’t know how to already. Then encourage your customers to text them. Put branded signs up on or near bookshelves providing the text code with which to text library reference or administrative staff. If an attorney can text a request and have the material waiting when he or she returns to the office, efficiency is improved.

Create and brand a social media presence for your library. Be where your customers are. If your customers are using social media, you should be too. Assign one librarian to update your social media presence, friend attorneys and staff, and monitor feeds. Assign your entire staff to help create content. Remember to always send cheerful, informative, and professional tweets. It is also critical to write appropriately professional Facebook updates and blog posts. This is a great opportunity for staff to explore some topics of interest to them.

New Roles Bring Value

Jordan Furlong puts it this way: “Lawyers tend to shrink or cut anything whose function or value they don’t really understand. So if your lawyers don’t clearly understand the work or readily perceive the value of your library professionals, you’ve got cause for concern.” So what must we do in order to deliver efficient and superior services to our attorneys? For some, the answer lies in the changing role of the embedded librarian.

At Neal, Gerber & Eisenberg, we currently have embedded librarians in eight of our 20 practice groups. We embraced the embedded concept two years ago, and it has been well received. The intent was to create a go-to librarian with in-depth knowledge of a specific area of law. To promote library staff buy-in, librarians were encouraged to choose a practice area that interested them. Unlike some firms, the librarians would remain in the library and not physically move to the practice group. With the approval of the practice group chair, we introduced the embedded librarian to the group and explained the new concept of support. Being embedded allowed the librarian to really get to know the client base and the type of research support needed. This concept also gives the librarian permission to delve into a specific subject. In order to curb write-offs of library time and billing, we worked with the attorneys to develop templates for client billing descriptions.

Many times, the embedded librarian interacted with the client directly, which helped to enhance the value of our support to the client. As part of the firm’s project management initiative, the embedded librarian worked with the firm’s attorneys to create checklists for reference requests to maximize efficiencies of routine research. The checklists were a guide for the librarian regarding costs and resources to be used.

At Neal, Gerber & Eisenberg, the embedded position attends practice group meetings. He or she is responsible for collection development of print and electronic resources, mobile apps, and changes to existing resources, features, and functionality. The librarian also provides current awareness to the group and clients via news, docket, and legislative alerts monitoring clients and industry trends. The attorneys have learned to rely on this service extensively.

Another opportunity for embedded support is within the marketing department. The need for CI in law firms is growing. Librarians possess great research and analytical skills, which are important in the CI process. As the economy continues to tighten, law firms are ramping up business development initiatives and looking to identify cross-selling opportunities. These days, many librarians find themselves working with their marketing departments to provide research support for the requests for proposals (RFP) process. At Neal, Gerber & Eisenberg, we recently had a shining example of collaboration between marketing and the library. A nationwide financial-related professional association sought a legal liaison primarily for monitoring regulatory and legislative developments pertinent to its industry. Not only did the library take an active role in the RFP process, as we typically do as the firm’s provider of client intelligence, but we essentially pitched our own business. A substantial proportion of the RFP response touted our library services department and its professionals for their legislative and regulatory monitoring capabilities. We discussed the watch services at our disposal and the alerts that could be used to effectively track developments, along with other technology and services. We even included biographies of select library personnel. If the client engages our firm, under the services sought, the library—not the attorney—would actually be the
Isn’t it Time to Establish Library-Related Social Media Best Practices Guidelines?

By Bobbie Studwell
tinyurl.com/a553p7m

Social media can be both a boon and a bane to our users. It can enhance someone’s reputation online, but it can also affect his or her future professional life by taking away privacy protections. Since librarians are in the best position to inform those users about information practices that could affect them in the future, shouldn’t we be the logical producers of some type of social media best practices guidelines? Aren’t we encouraging students to write local reviews of books we place in our online catalogs, follow us and comment on our blog and Twitter posts, and notify us of the need to keep our web presence up to date? This article proposes a list of best practices to guide our users toward making the best social media and privacy choices possible.

Sweet e-Freedom

By Bret N. Christensen
tinyurl.com/becysassy

Who doesn’t like free? Freedom from debt, taxes, and tyranny, and freedom from those nasty little calories found hiding in delectable chocolate truffles. Librarians the world over undoubtedly get calls everyday asking whether there is a free site for this or that. Turns out there are hundreds of legal and general productivity websites in cyberland just waiting to be discovered and used—all free of charge! The kicker is knowing which sites are junk and which are gold. This article lists 24 productivity and legal websites frequently used by the author and, likely, by many of you.

top biller to the client. Legislative analytics from the library would power the representation. It’s through tablesturned scenarios like this that librarians will secure a prosperous future and demonstrate the value we bring to our firms.

At Coblenz, we track dockets extensively. For one client, the lag time between us sending the docket to the busy partner and him receiving it created too much of a delay. Now we send dockets directly to the client and fulfill his requests. We are always professional and courteous. Yes, we copy the partner on every email, but we no longer wait for the partner to approve.

Creativity is Your Culture

You need librarians on your staff who are not afraid of technology, especially technology that doesn’t yet exist. They need to be excited about trying and evaluating new websites, mobile apps, and online services. You need someone to be able to speak about Sharepoint and databases at a level that IT will respect. Most of all, you need tools that work for your team and for the firm. Testing and willingness to jetison tools that don’t work (for REAL reasons, not just because they are new and different) are key. Retrain your staff. Shuffle staff around who are less tech-savvy and, if necessary, hire people who are comfortable with technology.

At Coblenz, we try the free version of tools when we can so that we can play around and familiarize ourselves with some of the features and functionality in order to determine how we can use the new, hot tech. It is important to be familiar with new tech in order to sell it before bringing it to the attention of IT. If you throw it to them to figure out, they will get the credit. We tried out PBWorks and, after a few years, the firm adopted it. While we have not yet achieved firm saturation, it is a valuable tool for the departments that use it.

Getting out of our library box is fun! Create a culture of creativity in your library that embraces creative problem-solving and creative reference solutions, as well as using old tools in new, innovative ways. As librarians, managing knowledge is second nature, and we should make sure that we are capable of managing the intellectual property of the firm through knowledge management initiatives.

At Coblenz, we looked at the tools we had available to see how we could move toward a knowledge management program. We were creating and managing a lot of different datastreams. Not just the regular online search results, but tables of contents all the information we send out into practice groups. Then we organized the information into topics using one practice group as a test case. At the same time, we copied some of what we were doing to the Intranet Practice Group pages so we had an alternative to show the attorneys. We had our Lexis and Westlaw reps create lists of relevant files and databases and added those to our platforms. Our next goal is to embed canned catalog searches into these resources and identify other ways that we can connect other data silos.

Figure out what knowledge management means for your firm, show your creative solutions to management, and make a proposal to manage and combine disparate data silos. If you can combine these silos and create a go-to resource that enhances the bottom line, you will be golden.

Embrace Change

The legal profession continues to experience great change. If we hope to remain at the forefront, we must rethink our attitude, strategy, and value. We need to modernize the library’s support of the business of law. We need to get to know our firm—both its culture and business—in order to figure out what role we play in the way our organizations deliver efficient and superior client services.

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the reference desk

Q: One of our staff members brings a cell phone to our staff meetings and is constantly texting the entire time. I’m irritated beyond belief. This is so rude and disrespectful. He’s even done it once, to a less obvious degree, when we’ve met with our library partner. No one will say anything!

A: I sense your frustration, but I’m not sure what your question is. Are you looking for permission to say something, either to your colleague or to his/her supervisor? Do you need confirmation that his behavior is disrespectful and rude? Both answers come down to communication, followed by degrees of respect and courtesy.

Is his behavior rude and disrespectful? My instinct is to say “yes”, however, I’m basing that on the standards my elders set for me. For my parents, and for my generation to some extent, meetings were conducted by, and respect was shown to, the person who had the “talking stick.” However, times change, and as much as I’d like to paraphrase Potter Stewart and say that we know rude, disrespectful behavior when we see it, it isn’t always that easy anymore.

More collaborative styles of management, relaxed business etiquette, and an increasing use of technology have all played a role in transforming the way in which meetings are conducted. This doesn’t mean that civility has been thrown out the window; it does, however, mean that the rules are still evolving.

Many businesses have adopted sets of meeting rules or ground rules. It’s a good idea to begin every meeting by having an attendee review the rules as a reminder to the staff and to inform any guests. This places everyone on the same page and is a critical communication piece. However, policies at different businesses vary. Some rules forbid the use of cell phones and mobile devices entirely. Some are more flexible and permit the courteous use of wireless devices. In any case, once the rules have been recited, everyone present will know what the expectations are.

If your library doesn’t have a policy, or if you believe it would be difficult to institute one, then by default it’s up to the individual who “owns” the meeting to make the rules. That person should set the expectations, either verbally or by modeling the behavior. I’ve observed judges who’ve set specific rules for courtroom decorum, and I’ve seen professors who’ve insisted that students shut their laptops and put mobile devices away during class. Those individuals own the meeting, and they get to make the rules.

So is your colleague being rude and disrespectful? I suppose it depends. I mentioned that I inherited my values from my parents, who were raised during the Depression. I’m a baby boomer who now shares my work space with multiple generations. Much has been written about the collision of work ethics and values when multi-generations work side by side. For example, what happens if the individual who “owns” the meeting has his or her smart phone sitting on the table and frequently glances down at it? Is this the new norm? This illustrates why communicating expectations is so essential.

I asked earlier if you were looking for permission to say something to your colleague. If so, then my answer depends on several factors. If you’re running the meeting or holding the “talking stick,” then, yes, you should definitely say something. Hopefully by defining the meeting rules for all attendees, you won’t need to have a one-on-one conversation.

Is his behavior personally irritating to you, or are you his supervisor or designated mentor? If you aren’t his supervisor or his designated mentor, I would caution you against giving him unsolicited advice, regardless of your good intentions. However, try to ponder the reasons that his behavior irritates you. Do you find his texting distracting? Do you find his multitasking annoying? Reflect on the reasons before you speak. Whatever the reasons are, you will need to find a way to address them before things escalate and you say something you regret. It takes courage to enter the conflict zone. Keep heated emotions and blame out of the conversation, and speak from your point of view. For example, you might say, “When you text, I feel_____”

You might best help him and yourself by remembering that so much of this is new ground for all of us, and we need to be nice to each other and ourselves. Good luck.

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

rules of dating continued from page 21

Here’s the disclaimer: these rules may or may not work for every situation. You’ll need to take these examples and make them work for your library, your organization, and your team. The baseline is this: provide good, friendly, consistent communication and a quality work product. By doing that, you’ll build your personal and professional relationships with your team. You also will benefit the librarian profession, your institution, your library, your faculty, and yourself.

With all this said, don’t forget that you may also have the power to break up with your faculty or associates. Maybe they would be better suited to work with another librarian, given their skills, personality, or interests, but be honest. And, remember, “It’s me, not you,” always works. And hopefully you can still be friends.

Elizabeth Johnson (johnsoem@wfu.edu) is reference librarian at Wake Forest University’s Professional Center Library in Winston-Salem, North Carolina.
member to member

My favorite class in law school was Admistrative Law. Aside from having a very good teacher, I truly enjoyed learning how much administrative rules and regulations permeate our lives, sometimes in unsuspecting ways. The synergy between laws and regulations in our democracy is a testament to the enduring nature of a system based on checks and balances. This makes regulatory advocacy fun and challenging, like a puzzle.

—Marielena Fina, JD, MLS, LLM, research librarian at Sutherland Asbill & Brennan LLP in Washington, D.C.

My favorite class was Prison Librarianship, which I took as a student in the MLS program at San Jose State University. Every week, this class challenged and changed the way I thought about libraries, service, and “censorship.” It taught me that libraries can and should work to provide what we value to the entire community; information access in a way that fosters personal and community safety, growth, and development. I learned that, for the good of themselves and the community, and in furtherance of appropriate institutional policies and goals, librarians owe patrons a duty to be helpful and encouraging within healthy boundaries and limits. Finally, a patron is not his or her crime but a real person whose life can be changed in a positive way by the work that we do. The class was taught by Professor Bill Mongelli, a real-life prison librarian, in a thoughtful and encouraging way that served as its own lesson on how to teach others.

—Jennifer Allison, foreign, comparative, and international law librarian at Pepperdine Law Library in Malibu, California

What was your favorite class in library school or law school?

My specialization was bibliography. In graduate school, I was required to specialize in an aspect of librarianship or information science. The actual hand setting of type, inking, and using old manual presses. This was supposed to aid us, if special collections or rare book dealers hired us, to perform analytical bibliographic evaluation of books. It was inky fun and encouraged creativity, care, and comradeship. There was a morning class and an afternoon class with a noon hour in between the two printing classes. To give us the full feeling of what it would have been like to be an apprentice in an early print shop, at noon, both classes would drink wine together, and the professor would have us throw the printer’s quoins (various wedge-shaped blocks used to lock type in place) in full early printing blocks used to lock type in place) in full early print shop tradition to determine who would buy the wine for the next week’s classes. Somehow, we in the morning class always got more done than the afternoon class.

—Pamela E. Deemer, recently retired from Emory University, Atlanta

In law school, my favorite class was Legal Research, and not just because it’s where my future husband and I met: the instructor was a criminal defense attorney with a very practical approach and slightly cynical attitude. In graduate school, it was Government Documents, taught by a professor who guided us through the complicated world of gov docs and gave meaningful, real-world assignments.

—Elizabeth A. Greenfield, Maplewood, New Jersey

During the second year of the M.L.I.S program at UCLA’s now defunct Graduate School of Library and Information Science, students were required to specialize in an aspect of librarianship or information science. My specialization was bibliography. In addition to cataloging, I had to take advanced courses in the history of the book and creation of bibliographies. One of these courses was in fine letterpress printing, the actual hand setting of type, inking, and using old manual presses. This was supposed to aid us, if special collections or rare book dealers hired us, to perform analytical bibliographic evaluation of books. It was inky fun and encouraged creativity, care, and comradeship. There was a morning class and an afternoon class with a noon hour in between the two printing classes. To give us the full feeling of what it would have been like to be an apprentice in an early print shop, at noon, both classes would drink wine together, and the professor would have us throw the printer’s quoins (various wedge-shaped blocks used to lock type in place) in full early print shop tradition to determine who would buy the wine for the next week’s classes. Somehow, we in the morning class always got more done than the afternoon class.

—Lorelei A. Broskey, director at Lehigh County Law Library in Allentown, Pennsylvania

In library school, my favorite class was the one on creating working files of First Lady Rosalynn Carter. I volunteer now at the Carter Center, so it’s great to have that association!

—Scott Snipes, librarian at Paul Hastings LLP in Atlanta

Actually, I had an independent study class. I worked for a semester in the archives of the Carter Presidential Library, primarily archiving the working files of First Lady Rosalynn Carter. I volunteer now at the Carter Center, so it’s great to have that association!

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memorials

AALL Spectrum has been advised of the deaths of Jenny Kanji, Alice Reaves, and Erwin Surrency.

Ms. Kanji passed away in September after a long illness. She was with LexisNexis for 22 years and was a valued librarian relations consultant for 14 years. She was also a long-time member of AALL and an active member of her local chapter.

Ms. Reaves was a former life member of AALL.

Mr. Surrency was director of the law library emeritus at the University of Georgia Alexander Campbell King Law Library in Athens from 1979-1994. Before that, he served as law librarian and professor of law for 28 years at Temple University in Philadelphia. Mr. Surrency was an active member of AALL, participating in many committees and serving as president from 1973-1974. He was a co-founder of the Legal History & Rare Books Special Interest Section and was inducted into the AALL Hall of Fame in 2012.

AALL Spectrum carries brief announcements of members’ deaths in the “Memorials” column. Traditional memorials should be submitted to Janet Sinder at Law Library Journal, Brooklyn Law School Library, 250 Joralemon St., Brooklyn, NY 11201-3798 or emailed to janet.sinder@brooklaw.edu.

Next Issue of Spectrum

Here’s a taste of what you can look forward to in the February 2013 issue of Spectrum:

• A new augmented reality app for law libraries
• Negotiating license agreements
• Analyzing law library surveys from a law firm statistical perspective
• Two 2011 Leadership Academy Fellows’ experiences with the academy
• Weeding the reference collection

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Share Your Views with Spectrum

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

In order to be publishable, pictures must be of relatively high quality. Although we can work with a print, digital submissions are better. Digital submissions must be high resolution (300 dpi).

Depending on the number of submissions received, we will publish one or two photos in each issue of Spectrum and post them on AALLNET. Photos will be published on a first-come, first-served basis. Publication of a submitted photo is not guaranteed. To submit a photo, or if you have questions, contact AALL Marketing and Communications Manager Ashley St. John at astjohn@aall.org.

Librarian Phillipe Cloutier of Lane Powell PC captured this double rainbow over downtown Seattle and Capitol Hill, showing just how sunny and colorful the city can be. Says Cloutier: “We look forward to hosting AALL 2013 and hope to offer even more scenic views!”
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AALL’s Index to Foreign Legal Periodicals

By Marci Hoffman, IFLP General Editor

It may come as a surprise to some AALL members that the Index to Foreign Legal Periodicals (IFLP) exists and that it is a publication of the Association. In fact, it’s an important source of revenue for the Association. Even more importantly, it’s a crucial research tool for those interested in international, foreign, and comparative law.

What is IFLP?

IFLP is the preeminent multilingual index to articles and book reviews appearing in more than 500 legal journals published worldwide. It provides in-depth coverage of public and private international law, comparative and foreign law, and the law of all jurisdictions other than the United States, the U.K., Canada, and Australia. This jurisdictional focus is expanding, as I will detail shortly. IFLP also analyzes the contents of many individually published collections of legal essays, Festschriften, Mélanges, and congress reports each year.

Some History

AALL has long been involved with the Index. In 1955, it appointed William B. Stern, the associate and foreign law librarian of the Los Angeles County Law Library, to chair a special committee charged with developing plans for indexing and abstracting foreign legal materials. Stern saw the need for a way to control and direct the increasing volume of journal literature on foreign, comparative, and international law and make this available in a systematic manner. Stern, with the support of William D. Murphy of Kirkland & Ellis and Jack S. Ellenberger of Covington & Burling, gained the support of the Ford Foundation with two grants for the development of IFLP. The Index was initially housed in London at the Institute of Advanced Legal Studies (IALS) where it remained from 1960 to 1984 under the leadership of K. Howard Drake (1959-1967) and then Willi Steiner (1968-1984). Upon Steiner’s retirement from IALS, a search was undertaken for a successor as general editor and for a new home for IFLP. Tom Reynolds, then associate law librarian, was chosen as the new general editor, and the University of California, Berkeley Law Library was selected to house the operation.

Today

As noted previously, IFLP currently indexes more than 500 legal journals from around the world. While there are other legal periodical indexes and even ones that cover legal journals from other jurisdictions other than the United States, the U.K., Canada, and Australia, the Index has benefitted from the expert editorial and operational organization for the Index and is the holder of its copyright. The Index has also been profitable for AALL through the years. For those members not acquainted with the Index, Marci provides an introduction and overview, and for those familiar with this research tool, she highlights the new features and improved functionality available through the HeinOnline platform.

Envisioned by law librarians more than 50 years ago, AALL members have been instrumental in the development and success of the Index. Since 1984, the Index has benefitted from the expert editorial direction of AALL member Thomas Reynolds from 1984-2010 and Marci since January 2011. AALL members have the opportunity to participate in the work of the Index by serving on the Index to Foreign Legal Periodicals Committee, which functions in an advisory capacity to the editor. (Note: members can volunteer for this committee along with other AALL committees during the call for volunteers opening February 1.)

Law librarians recognized the need for an index covering the growing body of periodical literature from non-common law countries and were uniquely positioned to make it a reality. The Index’s value as a research tool addresses the needs of global, tech-savvy, and time-strapped legal and information professionals. Law librarians are acutely aware of this environment and have developed the Index to meet the users’ changing needs. As a high-quality publication that has endured and adapted over time, the Index increases the reputation of the law library profession as a whole and raises the stature of AALL.

I am very thankful to the work of our editors and IFLP Committees, present and past, for their dedication and vision to continually enhance this fine publication of AALL and to increase our value-added contributions to the world of legal information literature.

Jean M. Wenger
AALL President, 2012-2013
jurisdictions, no other index can rival the scope and coverage of IFLP.

Since its inception, IFLP has been a print resource. In the early 1990s, the Index moved to an electronic environment and was hosted on several platforms. In 2011, IFLP migrated to its current platform on HeinOnline (see Figure 1). The decision to go with HeinOnline was simple. Hein offered a robust search engine, an ability to link to the full text of journal literature, and an interest in further developing the database. Hein also continues to publish the print version of the Index.

Searching IFLP

IFLP is a powerful research tool for accessing journal literature on foreign, comparative, and international law topics. It's a necessity in an academic law library to provide journal literature beyond the typical tools found in most law libraries, such as Legaltrac and the Index to Legal Periodicals. However, it's not just a resource for the academic; practitioners also benefit from the scope of the Index. Since law firms are operating in a global environment, the Index provides lawyers with access to information on foreign investments, trade, intellectual property, foreign legal regimes, transnational business, and much more.

The Hein platform allows a researcher to search for articles published in multiple jurisdictions and languages. You can search using the following options:
- Keyword
- Author
- Article or journal title
- Country of publication
- Subject/country heading
- Language of the article
- Book title
- Reviewer
- ISSN or ISBN

You can also browse the list of subjects and countries. To determine whether a specific journal is covered in the Index, you can browse the list of publications. If you want to know if a specific journal is full-text, look for the double asterisks next to the title on the list of publications.

One of the most exciting features is the ability to link to the full text of the article. We now link to more than 130 journal titles so researchers can easily access many of the articles—35,458 articles and books reviews, in fact. If you need an article that is not available on HeinOnline, you can use your regular ILL channels. For a fee, you may contact Berkeley Law’s document delivery service, Boalt Express, to request a copy of the article (www.law.berkeley.edu/library/bex.html).

Let’s look at a few sample searches. If you are interested in articles on damages, you can browse “damages” in the subject list and you can see that there are more than 1,100 articles in the Index. You are also provided with other subjects for further research (see Figure 2).

Figure 2: Subject browse

Perhaps you want articles on a specific country or region, like Africa—simply browse the Country Subject list. A quick look at this list illustrates IFLP’s breadth of jurisdictional coverage (see Figure 3)—something you won’t find in most other research tools. These articles are not necessarily published in that country, but they are about the law in that country.

Once you retrieve your results by searching or browsing, you can use filters to further refine your results by language, date, subject, or type of document (see Figure 4). If the article is on HeinOnline, you can simply click the “Available in HeinOnline” link to access the text quickly. Like all HeinOnline databases, you can print or download your search results. You can even email a list of citations to someone else.

A closer look at an individual record gives you more information about the article: author, title, journal, and additional subjects. You can then check your library’s catalog to see if the journal is available in your collection (see Figure 5).

For historical research, you can use the print volumes back to 1960. If you don’t have these volumes in your collection, you can search or browse the PDF versions of the Index from 1960-1984 (see Figure 6). To search the print index, click “Print Edition (1960-1984)” from the browse options. At the moment, to search this content, you will need to use a different search mechanism; from the search tab, select “Search IFLP Print Edition.”

IFLP is also a useful tool for collection development. If you need a list of the most important journals for a specific jurisdiction, check our list of publications. If you are on the fence about a book, see if there is a book review in the Index. Check out which individually published collections of legal essays we have included each year.

Interested in learning more about searching IFLP? Hein has produced seven training videos on its YouTube page to get you started. There’s also a Quick Reference Guide to help you and your researchers use IFLP effectively (heinonline.org/wiki/index.php/Main_Page).

Behind the Scenes

What you may not know about the Index is that all of the content is derived from the hard work of many people. Let me introduce you to a few of our folks: our managing editor is Kevin Durkin, our administrative editor is Lisa de Carbonel, our web editor is Michael Lindsey, and we have a talented group of indexers from around the world. Not only are the indexers fluent in the language of the journals they index, but many of them are trained lawyers and law librarians.
Yes, we use real people to analyze each article added to IFLP. They review the articles (in a variety of languages, such as Chinese, German, Korean, Hungarian, Polish, Portuguese, and more) and add the appropriate subjects. This data is entered into the content management system by our student workers and thoroughly reviewed and proofed by the managing and administrative editors.

How do we select the journals that are included in IFLP? Each year, AALL members are assigned to be part of the IFLP Advisory Committee. This committee meets annually at the AALL Annual Meeting (as well as virtually during the year), and we review a list of potential titles. This list of titles is compiled by me, the general editor, and is based on my knowledge of the new journals, suggestions from the committee, solicitations from publishers and journal editors, and suggestions from colleagues. This list is reviewed by the committee and discussed in depth at the meeting. When we discuss a new journal, we consider the following criteria:

- Topic of the journal and jurisdiction covered
- Number of libraries that subscribe (based on WorldCat)
- Cost
- Frequency
- Publisher
- Quality of the articles (if samples are available)
- Availability on HeinOnline
- Subjective factors: peer-reviewed, composition of editorial and advisory board
- Comments from committee members and their knowledge about the topic and the interest of their community in the topic
- Other bits of information, such as coverage in other indexes

Here’s an example:

- Asian Journal of International Law (Cambridge, 2011-)
  - 25 libraries on WC
  - $198 (print & online)
  - Semiannual
  - Excellent advisory & editorial boards
  - Peer reviewed
  - Indexed: ILP
  - http://journals.cambridge.org/action/displayJournal?jid=AJL
  - Asia is still of interest and with it being in English, the journal is easily accessible.

Future Development

In order to make the Index more viable in the future, we have many plans for enhancement of the content and development of the database:

- Plans are under way to allow researchers to search using our multilingual subject headings.
- Subjective factors: peer-reviewed, composition of editorial and advisory board
- Comments from committee members and their knowledge about the topic and the interest of their community in the topic
- Other bits of information, such as coverage in other indexes

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Future Development

- Solid publisher and produced by the Asian Society of International Law.
- Advisory and editorial board includes many prominent people in international law, such as ICJ Justices and well-known legal scholars.
- Articles cover public and private international law topics.

We consider journals that are available in print, subscription databases, and open access. We also consider other factors, like those that came out of Lesley Dingle’s surveys regarding the lack of depth of coverage of certain countries or regions. (See Dingle’s “A Survey of Index to Foreign Legal Periodicals Users and Its Implications for Future Developments of the Index,” 104:3 Law Library Journal.) In fact, Dingle’s survey reinforced our belief that the electronic platform prior to Hein was wholly inadequate.
• Ability to update the content more frequently, allowing users to access new literature in a more timely manner

**Conclusion**

Some of you may wonder if the Index is a viable research tool and if it will continue to be a revenue-generating product for AALL in the future. We believe so. While Google and Google Scholar may be the first tools used by legal researchers (sadly), the Index is a more effective and efficient tool. No other research tool covers the world of journal literature like IFLP. As we continue to develop the platform, link to more full-text articles, and expand the scope of coverage, IFLP should continue to be an important tool for librarians, legal scholars, law students, and practitioners.

We welcome comments and suggestions from AALL members on how to improve the content of the Index as well as respond to different user needs. Please feel free to contact me with your ideas at mhoffman@law.berkeley.edu. In the meantime, if you are interested in trial access for your library, contact your Hein sales representative at marketing@wshein.com or 800/828-7571.

**Marci Hoffman** (mhoffman@law.berkeley.edu) is associate director and international and foreign law librarian at University of California, Berkeley Law Library. She is also general editor of IFLP.