BOTTOM-UP GOAL SETTING
Harness
analytics and identify persuasive language, driving efficiency.

Put the power of legal data to work for you and identify meaningful trends quickly. Extract influential language from case law.

Experience it now.
Booth 407

LexisNexis® advancing what’s possible

LexisNexis and the Knowledge Burst logo are registered trademarks of RELX Inc. ©2018 LexisNexis.
EDITOR’S NOTE

TACKLING LEGAL TECHNOLOGY
CREATING BEST PRACTICES

As of May 14, 2018, 31 states have adopted an ethical duty of technology competency. Florida is requiring technology-specific continuing legal education credits. The North Carolina Bar Association has recommended a similar requirement to the state supreme court. We can’t let this issue go unaddressed.

There don’t appear to be widely accepted best practices for teaching legal technology. What should be covered? What kind of readings and exercises should be assigned? What is the right answer to the debate over whether we should be teaching law students to code? Luckily, as The Beatles sang, “I get by with a little help from my friends.” A small number of law librarians have been teaching a similar class for quite some time, and recently, more and more are taking up the task. I’ve attended conference sessions, read articles and books, looked at bar association materials, and overwhelmed colleagues with questions about what they are doing. The American Bar Association has a Legal Technology Resource Center (bit.ly/JA18ABAtech), and John Mayer, of CALI (The Center for Computer-Assisted Legal Instruction) fame, has started a Teaching Legal Technology to Law Students Special Interest Group and is hosting a fabulous clearinghouse for legal technology course materials and other related resources. (Learn more at bit.ly/JA18LegalTech.) These are just a few of the helpful resources available.

I have also enlisted the help of a wonderful co-teacher from the State Bar of Georgia to help me generate ideas. However, we are in the early stages of developing best practices in this area. People are innovating and developing creative techniques, but we don’t seem to have reached a consensus on the best way to teach legal technology. In order to assess our progress and develop benchmarks, we need to study the efficacy of different techniques and assess which ones produce the best outcomes for our students and future attorneys.

As you read this issue of AALL Spectrum, think about an issue that you and your institution has that could benefit from some yet-to-be-developed best practices. How are you going to determine your approach and measure the results? In this issue, there are some great ideas on bottom-up goal setting, communicating the value of Technical Services, techniques for first-time authors, and using technology to instigate change. This issue also includes profiles of the winners of the AALL Andrews, Gallagher, and Hall of Fame awards, highlighting people who have been helping shape best practices in our profession and challenging us to innovate when needed.

Kristina L. Niedringhaus
krisn@gsu.edu
22 BOTTOM-UP GOAL SETTING
Creating actionable, assessable, and achievable goals for your library.
BY SARAH LEWIS, GAIL MATHAPO & RACHEL PURCELL

27 WHAT A TECHNICAL SERVICES LIBRARIAN WANTS THEIR LIBRARY DIRECTOR TO KNOW
Promoting the value of technical services librarians in the digital age.
BY GEORGIA BRISCOE

30 PUBLISHING BASICS: HOW TO GET STARTED & WHERE TO BEGIN
Tips for first-time writers looking to get published.
BY SHAMIKA DALTON & DR. MICHELE A. L. VILLAGRAN
The authoritative voice on case law from across the pond.

The Law Reports and The Weekly Law Reports, along with ICLR’s other authoritative series of law reports, are now exclusively available at iclr.co.uk.

So, if your library ever fields requests for English case law, make sure you’re using the official and authoritative source.

iclr.co.uk
UP FRONT

9 TRENDING
Spotting fake news—tips legal information professionals can follow to become better consumers of information.

10 SHELF LIFE
What book has had the greatest impact on your life?

12 Q&A: PERSPECTIVE
Get to know your 2019 AALL Executive Board candidates.

19 NEWS & NOTES
Maximize your AALL Annual Meeting experience, and notable 2018 dates.

20 MEMBER PROFILE
Meet Julie Pabarja, research and library supervisor at Latham & Watkins LLP in Chicago, IL.

LEADERSHIP

34 LEADER PROFILE
Saskia Mehlhorn talks advocating for innovation, finding balance, and using knowledge management and artificial intelligence tools to provide solutions.

38 ASK A DIRECTOR
What soft skills are most important to librarians and your staff, and how do you provide training or professional development in that area? Advice from Kelly Lynn Anders & Barbara Glennan.

40 AALL GALLAGHER AWARD CELEBRATES OUTSTANDING ACHIEVEMENT
Mark E. Estes, Claire M. Germain, Margaret K. Maes & Victoria K. Trotta are recognized.

43 ACHIEVEMENTS IN LEGAL LITERATURE
Announcing the 2018 Joseph L. Andrews Legal Literature Award winners.

44 2018 AALL HALL OF FAME
Meet the new Hall of Fame inductees.

TECHNOLOGY

46 3 TECH-SAVVY WAYS LAW LIBRARIANS CAN SHAKE UP THE STATUS QUO
How law librarians can use tech to increase efficiency and effectiveness in their day-to-day responsibilities.

BUSINESS EDGE

49 VENDOR VOICE
Darts.ip on the need for global information on IP cases.

52 REFERENCE DESK
Navigating the AALL Annual Meeting.

BY LIZ MCCURRY JOHNSON, DOLLY M. KNIGHT & MARIBEL NASH
TRANSFORM AND BREAK FREE FROM TRADITIONAL LIMITATIONS

LEXISNEXIS® DIGITAL LIBRARY ... YOUR LIBRARY, YOUR CONTENT

Discover proven ways to overcome space and cost issues, transcend physical and time constraints and provide flexible options with LexisNexis® Digital Library.

In addition to content from LexisNexis and Matthew Bender®, you can include titles from a range of highly respected publishers including:

ABA®
AHLA®
ALM®
Carolina Academic Press
CSC®
The Florida Bar
James Publishing
NITA®

... plus additional publishers available through the LexisNexis alliance with OverDrive®.

Request a trial: LEXISNEXIS.COM/DIGITALTRANSFORMATION
We are a Breed Apart!

Every day we strive to provide the superior quality that you have come to expect from us at Cassidy Cataloguing.

Although our company has gone through many changes over the past 33 years, the one constant has always been our commitment to quality. Whether our team of librarians are tackling your library’s individual problem, creating solutions for the whole community, or relating to general customer service and support, our end-goal is your satisfaction.

We evolve and adapt, but keep ourselves grounded with the knowledge that your trust is our most important goal.

We truly strive to be a breed apart!
In my organization, one of our main strategic goals is to increase the overall headcount of our attorneys through careful lateral attorney recruitment and selection, while maintaining an internal culture that creates a stimulating and satisfying work environment. When I describe what I do in overseeing my departments, I stress that we are here to support the culture of our community and ensure that everyone knows that we make sure we have an impact on their objectives, to make it easier for their work to have an impact on others.

The same goes for our professional organization. At AALL, we’re not just about knowledge, community, and leadership. We are about creating a higher purpose of what law librarianship can do for our members, our stakeholders, our industry, and for the larger community. Our core purpose is to advance our profession and promote the professional growth of our members, but our vision is to make a powerful impact upon our society so that everyone recognizes us as the authority in all aspects of legal information. This purpose and vision is apparent in the articles within this issue of AALL Spectrum.

The articles tell the story of how law librarians create a greater impact through the effective and savvy use of technology, and how to convey the higher purpose we provide our organizations. By using technology to automate tasks, leveraging existing tools, and allowing users to access self-help resources, law librarians are freed up to be engaged in higher-level activities for the organization. Through this engagement, we are also able to tell our story to stakeholders and others about the real value we bring, not just to library tasks, but to each individual within our organization. Our efforts, strategies, and goals help others achieve their efforts, strategies, and goals.

Of course, our impact reaches far beyond the people we work alongside. Our stories resonate with a larger community. Understanding best practices for reaching those larger audiences through professional writing is a powerful skill. We have much to share with the legal industry and we need to make sure that our voices are heard far and wide.

Finally, strategic planning and goal setting are not processes that happen on their own. It is important that you create an environment that outlines the overall objectives and then gives everyone the flexibility to accomplish those goals. When you give everyone an opportunity to share their individual experiences and skills, it creates a workplace where people don’t just focus on the processes of what they do, they understand the results.

Greg Lambert
glambert@jw.com
Thomson Reuters congratulates the 2018 George A. Strait scholars

We’re proud to sponsor the AALL & Thomson Reuters George A. Strait Minority Scholarship Awards, which rewards outstanding students who have demonstrated dedication to their work in law libraries. We wish the best for the following recipients as they pursue their legal careers.

**Jieun Chang**, Burke, VA, Florida State University School of Information

**Kelsey Cox**, McHenry, IL, University of Wisconsin-Milwaukee School of Information Studies

**Melissa Eng**, Flushing, NY, SUNY University at Buffalo Department of Library and Information Studies

**Ashley Matthews**, Washington, D.C., The Catholic University of America Department of Library and Information Science

**Kerri-Ann Rowe**, Aurora, CO, Syracuse University School of Information Studies

**Karen Sanchez**, Long Beach, CA, University of Washington Information School

**Nam Jin Yoon**, Toronto, ON, University of Washington Information School

legalsolutions.com/librarian
Fake news isn’t a new concept. The rise of technology and social media has made it easier than ever for people to publish fake news stories as being truth. What can legal information professionals do to become more critical thinkers and skeptical consumers of information? Michelle Lee from The Washington Post shares highlights from her 2017 AALL Annual Meeting program, “Finding Truth in the Age of Fake News and Alternative Facts.”

**ELEMENTS OF A SUCCESSFUL FAKE NEWS STORY**
Fake news stories don’t always consist of entirely fabricated content. Oftentimes an online article or social media post will contain several truthful statements with just a few false claims, misleading comments or distortions of facts and events sprinkled throughout. Sites such as Snopes.com and FactCheck.org have been tracking and exposing such false claims and misinformation in articles for many years, and visiting those sites can be enormously helpful in learning to recognize fake news. It is also helpful to know what goes into creating fake news:

- Emotional appeal.
- Veneer of authority: The story traces itself back to a leak or statement or something that supposedly happened.
- Effective insertion point into the online space.
- An amplification network (such as Twitter or Facebook).

*The program also featured June H. Liebert (Sidley Austin LLP), Kathleen McElroy (University of Texas at Austin School of Journalism), and W. Gardner Selby (PolitiFact Texas).

**HOW TO DETECT FAKE NEWS**

- **Check the URL.** Fake news sites often have fake addresses, such as an address ending in .com.co. The use of “.co” at the end of the URL is a strong clue you are looking at a fake news website. A legitimate site such as nbcnews.com doesn’t have that in the URL. In addition to checking the URL, do some research on the supposed news source by Googling it and seeing what comes back. If what pops up in a search seems sketchy or is hosted on a questionable site, it’s a safe bet that the “news” is probably fake.

- **Check the author’s credentials.** On a fake news site the byline of the author might claim they have won a questionable number of awards, such as multiple Pulitzer Prizes and a dozen Peabody awards. See if it makes sense, and do a quick search on the author to see if they’re a real person.

- **Look at the ads.** A profusion of pop-up ads or other advertising, especially ones that are sexual or salacious, indicates you should handle the story with care.

- **Don’t just read the headline.** Catchy headlines are used as a lure—by both legitimate and fake news articles—to pull you in, but they are often misleading, or oversimplifications of the whole story. Be sure to read the entire article before passing judgment on it or passing it along to someone else.

- **Scrutinize the sources.** Fake news articles are often the result of a tweet. The New York Times documented how the fake news that anti-Trump protesters were bused in started with a single, ill-informed tweet by a man with just 40 followers.

- **Check the date.** According to FactCheck.org, some false stories aren’t completely fake, but rather a distortion of real events. These mendacious claims can often take a legitimate news story and twist what it says, or they can even claim that something that happened long ago is related to current events.

- **Check the ‘contact us’ page.** Some fake news sites have a joke physical address that you can easily verify on Google Maps, or a fishy email account for the responsible contact.

- **Consult the experts.** A simple search on Google can often tell you if the news you are reading is fake. Snopes.com has compiled a Field Guide to Fake News Sites, allowing you to check whether the article comes from a fraudster. Other sites that can verify articles include FactCheck.org, The Washington Post Fact Checker, and PolitiFact.com.

**READ**
What book has had the greatest impact on your life?

1. **DON’T WORRY, HE WON’T GET FAR ON FOOT** by John Callahan (Vintage; reprint edition, April 14, 1990). “This autobiography of the late cartoonist John Callahan is one of my favorite books because it deals with life’s difficulties in a darkly humorous way. The book is divided into three parts: his early life and events that led to an accident that left him a quadriplegic, his alcoholism and recovery, and his career as a cartoonist. It is sad, funny, honest, and thoughtful. Callahan also battled political correctness, so I have a deep appreciation for his commitment to free speech. Each semester in my Advanced Legal Research class, this book is always presented as an award. It was recently made into a movie that was released in May 2018.”

   Patrick Charles; Associate Professor of Law; Library Director; Chastek Library; Gonzaga University School of Law; Spokane, WA

2. **THE HARRY POTTER SERIES** by J.K. Rowling (Arthur A. Levine Books; Slp edition, July 1, 2009). “The Harry Potter books had a significant impact on my life, because they were an adventure that I could go on with my son. When we discovered the books, Marcus was about to turn 11, which is the same age that Harry first became aware of his wizarding powers. I started out ordering one copy, which we would steal from each other, back and forth, until finally I ordered two copies of every new book. Then we could race to see who could find out more the quickest. The books were a vehicle for all kinds of discussions about real-life subjects, and I cherish the memories of that shared psychological plane.”

   Rebekah K. Maxwell; Associate Director for Library Operations; Assistant Professor of Law Library; University of South Carolina; School of Law; Columbia, SC

3. **BOUNDARIES: WHEN TO SAY YES, HOW TO SAY NO TO TAKE CONTROL OF YOUR LIFE** by Henry Cloud and John Townsend (Zondervan; revised edition; April 1, 1992). “This book was enlightening and motivating; it helped me take more control of my life. Boundaries discusses developing healthy relationship boundaries. The authors, both clinical psychologists, apply psychological principles through a biblical perspective. The book examines what boundaries are, how to identify boundary conflicts, and how to develop healthy boundaries. Learning to set boundaries has enabled me to have better relationships and less stress. I am more accountable for my actions and feelings, and I am less inclined to allow others to intrude upon my boundaries.”

   Jason Murray; Reference Librarian & Assistant Professor of Law Library; Barry University School of Law Library; Orlando, FL

4. **THE DICTIONARY OF CULTURAL LITERACY: WHAT EVERY AMERICAN NEEDS TO KNOW** by E.D. Hirsch Jr., Joseph F. Kett, and James S. Trefil (Houghton Mifflin, first edition, September 26, 1988). “It is very fitting that, as a librarian, I’ve selected a reference book as the book that’s had the greatest impact on my life. I’m not sure how The Dictionary of Cultural Literacy entered our home (I think it was a gift), but once I discovered it as a young teenager, it was something I returned to again and again. In the days before the World Wide Web and Wikipedia, it opened up worlds of historical events, literary figures, and ideas for me, and it allowed me to seem smarter and more well-read than I actually was.”

   Todd Ito; Head of Instruction and Outreach; Lecturer in Law; University of Chicago D’Angelo Law Library; Chicago, IL
Experts at finding and delivering.

Thomson Reuters Court Express™
Document retrieval and due diligence on demand.

Court Express® delivers court documents you can’t find online, and our research experts can be at most U.S. and Canadian courts within four short hours. They can also conduct thorough on-site investigations to help produce accurate due diligence. Court Express. Let our experts deliver exactly what you need.

ORDER NOW AT OUR NEW LOWER PRICES
Learn more at legalsolutions.com/court-express

The data provided to you by Court Express may not be used as a factor in establishing a consumer’s eligibility for credit, insurance, employment purposes or for any other purpose authorized under the FCRA.
When it comes to forward thinking and extensive legal expertise, AALL’s membership runs deep. Every year, AALL seeks out new leaders from its extensive pool of industry professionals to serve as Executive Board members who offer fresh ideas, skills, and perspectives to lead the Association forward. AALL spoke with this year’s group of Executive Board hopefuls to go beyond the basics and provide members with a more in-depth perspective of who the candidates are and what their goals are for the Association. Learn more about each candidate before the election begins October 1.

AALL is grateful to everyone who volunteers to serve and to those who participate in electing our Association officials. Best of luck to all the candidates!

Q&A

Get to Know Your 2019 AALL Executive Board Candidates

What are the most important issues facing law, our members, and the profession?
We are in a period of constant fluctuation, showcased by the ever-present decreasing law school enrollment, fewer—yet also more competitive—associate jobs, and continued staff reductions impacting law firms and government libraries. As information professionals, we must constantly stay ahead of the curve and adjust our offerings, skill sets, and positions to remain relevant and crucial to our organizations. In addition, we need to further advocate for ourselves and our peers to elevate our impact and highlight our specialties.

What do you think AALL’s top priority should be in positioning the profession for the future?
We need to advocate for our members and prepare them for the changing and increasingly dire legal climate and outlook. AALL needs to continue positioning itself (and its members) to be the leaders in legal information, with continued boots-on-the-ground efforts, collaboration with other legal associations, top-notch educational offerings, and commitment to developing current and future leaders.

What’s the best advice you have ever received?
Never become complacent in your job or career, because the moment you become complacent, you are letting yourself, your colleagues, and your institution down by not providing the best you can offer. There is always room to grow, whether it is in a new skill or new growth opportunity for your department. Always having this thought in the back of my mind keeps me engaged and striving to be a better director, leader, and librarian.

What is the greatest opportunity available to law librarians right now?
Our greatest opportunity is our active involvement in shaping the profession to be future-ready. I cannot stress enough how crucial it is that we unite...
to showcase our growing and adaptable skill sets in order to ensure we remain critical and irreplaceable gears in the legal industry machine.

**Q** Who is your personal hero?
My Mom. I followed in her footsteps and became a librarian, even though I pushed back against that idea for a long time. She retired as a children’s librarian, but in retirement works as a public librarian at the library where I came into my own and realized I too wanted to be a librarian. She is truly a lifelong learner and continues to give back to the profession (and offer me guidance along the way).

**Q** What are the most important issues facing law, our members, and the profession?
When I read this question, I immediately remembered the John F. Kennedy quote, “There is a Chinese curse which says: ‘May he live in interesting times.’ Like it or not, we live in interesting times; they are times of danger and uncertainty; but they are also the most creative of any time in the history of mankind.” I thought about how applicable this statement is today. Transparency, accuracy, retention of information, technology, diversity, and inclusion—AALL members and the rest of the world are grappling with these critical issues and we all have to be creative in offering solutions to them.

**Q** What’s the best advice you have ever received?
Thankfully, I’ve had lots of good advice from wise people over the years. One example that I have to regularly practice is living in the moment. I am a planner, organizer, and strategist by nature and through opportunity, so I am often looking toward the future. It is important though, to take time to recognize the here and now. It helps you focus and plan more effectively, and most importantly, it allows you to pause and appreciate the good and the beauty in life.

**Q** If you could have any superpower, what would it be, and why?
I would love to be in more than one place at any given time. Wouldn’t it be nice to be both in the office and on vacation in Sicily or New Zealand?

**Q** What is the greatest opportunity available to law librarians right now?
Law librarians have such a diverse set of skills that can be used in so many roles, which is part of the reason I got my degree! I think opportunities outside the “library” space are exploding. I know of law librarians successfully working in pricing, project management, information and database design, knowledge management, and marketing research roles. Law libraries themselves are also expanding their focus to include these sorts of roles.

**Q** If you could master one skill right now, what would it be?
This is a tough one, but ultimately I would love to be a master of all technology—past, present, and future. I love the idea of being as efficient as possible, while also being able to quickly adopt whatever technology comes along to help my personal and professional life.

**Q** What is something we don’t know about you?
I have played a musical instrument since the fourth grade when I started with the recorder. Throughout middle school and high school, I played the alto sax and then in high school switched to the bassoon. In college, I played in the orchestra and was lucky enough to perform at Carnegie Hall.

**Q** What is the greatest opportunity available to law librarians right now?
Law librarians have such a diverse set of skills that can be used in so many roles, which is part of the reason I got my degree! I think opportunities outside the “library” space are exploding. I know of law librarians successfully working in pricing, project management, information and database design, knowledge management, and marketing research roles. Law libraries themselves are also expanding their focus to include these sorts of roles.

**Q** If you could have any superpower, what would it be, and why?
I always wanted to be Jean Grey from *X-Men* and manipulate my

---

**MARLENE GEBAUER**
Director of Knowledge Solutions
Greenberg Traurig, LLP
FLORHAM PARK, NJ
environment with my mind, but Jean went a bit crazy, so I am choosing teleportation so I can very easily visit places, friends, and family.

**Q** If you could master one skill right now, what would it be?

Singing or playing an instrument (well). I think music brings the performers and the listeners so much mutual joy. And we all need more joy in this world.

**Q** What is something we don’t know about you?

I’m studying voice-over acting as a side career. I have found the experience very rewarding, not just in learning a new skill, but because it has made me more comfortable taking risks.

**Q** What do you think AALL’s top priority should be in positioning the profession for the future?

Our priority should be to find new ways to align our skills with the needs of our organizations. We need to ensure we are vital to our organizations by volunteering for new roles that highlight our varied skills.

**Q** What’s the best advice you have ever received?

You are capable and can do this. There is no issue too great or overwhelming for you to resolve. You may not have the answer today, but you do not need to, and if you do not experience some failures along the way, then you aren’t working hard enough.

**Q** What is the greatest opportunity available to law librarians right now?

There is a general expectation that our jobs will change. We can explore and embrace new roles and skills sets, as we are expected to think outside the box. We can find new roles in our institutions through new technologies, data analytics, information security, and other avenues to best serve our clients and move our professional roles forward.

**Q** Who is your personal hero?

My parents. I did not fully appreciate their lives until I became a parent myself. The quiet heroes are usually the ones I admire most.

**Q** If you could have any superpower, what would it be, and why?

I wish I could read minds. I would like the ability to turn that power on and off as needed because I am sure there are many thoughts I do not want to know, but in general, I would like to be able to know your thoughts.

**Q** If you could master one skill right now, what would it be?

Big data crunching. I wish I understood all the tools and programs to effectively manipulate and analyze big data.

**Q** What is something we don’t know about you?

I played the violin, flute, piano, and percussion as a kid.

**CANDIDATES FOR TREASURER**

**JOY SHOEMAKER**

Branch Librarian
U.S. Court of Appeals Library
PASADENA, CA

**Q** What are the most important issues facing law, our members, and the profession?

Providing access to justice and legal information in a time of ever-evolving technologies is extremely important. As librarians and information professionals, keeping up with information solutions and finding new roles for ourselves is critical. We must be proactive in finding new methods to maintain and improve services expected in today’s world.

**Q** What are the most important issues facing law, our members, and the profession?

For our members, how do we maintain our respect and professionalism in a world that caters to quick answers and the notion that everything is available for free on the internet, and that the internet is never wrong? As to the law, I believe the most important issue is whether the law will be applicable to everyone.

**Q** What do you think AALL’s top priority should be in positioning the profession for the future?

We need to do what is necessary to ensure respect for our members and the library profession.

**Q** What’s the best advice you have ever received?

The first law firm I worked at had a saying, “the best source of new business is the work that is currently on
your desk.” If we do a good job on the assignment currently before us, it can position us for other responsibilities and play a pivotal role in our organization’s success.

Q What is the greatest opportunity available to law librarians right now?

The greatest opportunity for law librarians is to work in non-traditional jobs and to think outside the box. We have many different job titles and can morph into roles that people do not traditionally view as “library-related.”

Q Who is your personal hero?

My maternal grandmother. She did not attend school past the eighth grade, but was endowed with wisdom that she instilled in her grandchildren. She would often tell me, “one day they are going to call you Mr. Winston.” I have tried to live up to the standards she set for me.

Q If you could have any superpower, what would it be, and why?

It would be the ability to have speed. There are so many projects on my “to-do list” that I need extra speed to finish gardening, painting, fixing sprinklers, cleaning my office, etc.

Q If you could master one skill right now, what would it be?

Making sure my time management is on par. During the workday I respond to crises and several “oh my god” moments that can make you lose focus. I need to ensure I am keeping the main thing, the main thing.

Q What is something we don’t know about you?

I have visited 40 U.S. presidential gravesites. They tell an interesting story about their times and their lasting legacies. (Side note—it helps to die in office. You get a much grander grave.)

CANDIDATES FOR EXECUTIVE BOARD MEMBER

ANGELA T. BALDREE
Director
Franklin County Law Library
COLUMBUS, OH

Q What are the most important issues facing law, our members, and the profession?

Unfortunately, librarians must continue to justify their importance. Organizations that use public money will always need to uphold their fiduciary responsibilities so that they don’t become easy targets for those holding the purse strings to claim they are no longer necessary. In addition to practicing responsible spending, we must continuously re-evaluate our purpose, services, and patrons. Law firm librarians are becoming experts in competitive intelligence, academic law librarians are doing more teaching, and public law librarians are managing self-help clinics. Some of us may not like this evolution, but in order to stay relevant, we must embrace it and continue to grow.

Q What do you think AALL’s top priority should be in positioning the profession for the future?

Without a doubt, it should be advocating for law libraries and law librarians. The early part of this century was fraught with uncertainty for the entire country, but especially libraries and librarians. Most of us faced steep budget cuts, unwanted moves into smaller spaces, and even closure. When Ohio’s county law libraries faced their own struggle in 2005, AALL and the Government Relations Committee were indispensable. AALL member Mary Alice Baish, and Emily Feltren, AALL’s director of government relations, taught me how to advocate effectively—a skill I brought home to Ohio. Those early struggles seem to have eased a little, but AALL, its leadership and its members, need to be ever vigilant for the next disturbance.

Q What’s the best advice you have ever received?

The practical answer is that when I started my first full-time library job, my friend advised me to always use the restroom during my circulation desk time, not during my project time. However, the socially acceptable answer is that I try to live by Dr. Wayne Dyer’s words, which were recently used as a precept in the film Wonder: “When given the choice between being right and being kind, choose kind.” I always try to live by this, but librarians are in a unique position to do both.

Q What is the greatest opportunity available to law librarians right now?

Given today’s political climate, we need to seize being the arbiters of truth. At the AALL Annual Meeting in Austin last year, I heard Michelle Lee from The Washington Post discuss “Finding Truth in the Age of Fake News and Alternative Facts.” She said she was surprised to be speaking at AALL since the first thing she does as a fact checker is consult a librarian. Many libraries and associations are taking advantage of the opportunity to tout their librarians. The Albuquerque and Bernalillo County Public Library have a great webpage devoted to fact checking. Westerville (Ohio) Public Library is also offering how-to classes on “How to Spot Fake News.”
Who is your personal hero?  

While it may be a little controversial, Hillary Rodham Clinton is still my personal hero. I grew up with a history teacher for a father. He taught history more like a literature professor than a lecturer. While my mother read me bedtime stories, my father told me of soldiers, pioneers, and first ladies. I was a junior in college in January 1993, and suddenly the first lady story I’d heard all my life was different. I love stories of first ladies—Jackie Kennedy, Mary Todd Lincoln, Dolley Madison, and Eleanor Roosevelt. These women were their husbands’ companions and left their own mark on our country. But Hillary created history on her own. Watching her work tirelessly for healthcare, travel the globe, plan state dinners, give her daughter a normal life, and still be a supportive wife made me realize how wide open the world is. I may not agree with her 100 percent of the time, but she made an impression upon me when I was at my most impressionable.

If you could have any superpower, what would it be, and why?  

Teleporting, I work to travel. After visiting four continents, 24 countries, and 36 states, I am sick of air travel. I don’t care if I use Harry Potter’s disapparate or Captain Kirk’s transporter device. I want instant gratification travel.

If you could master one skill right now, what would it be?  

As my retirement from law libraries gets closer, the plan formulating in my head is to spend an extended period of time in Europe. Ideally, that would be my ancestral home of Italy. In order to make that transition easier, I would need an immediate grasp of the language. All of my grandparents spoke Italian fluently, but only when they didn’t want us kids to know what they were saying. How I wish I could teleport back in time and make them teach me.

What is something we don’t know about you?  

The book Havana Lost by Libby Fischer Hellmann is dedicated to me. We met on a trip to Cuba in 2012. She was there researching for her next book and I was there on an educational tour. We became instant friends who now travel together frequently. In 2016, we placed a friendly bet on the World Series (she’s a Chicagoan and I’m a Clevelander). The winner got to pick our next travel destination. We ended up on a two-week tour of Denmark, Norway, and Sweden. Check her fiction out at your local public library!

EMILY M. JANOSKI-HAEHLEN  
Associate Dean of Academic Affairs & Institutional Excellence  
Director of the Law Library  
University of Akron  
AKRON, OH

What are the most important issues facing law, our members, and the profession?  

The most important issues facing the law library profession are maintaining our identity while adapting to new legal technologies, authentication, and preservation of all information, and supporting and creating leaders to ensure our future success.

What do you think AALL’s top priority should be in positioning the profession for the future?  

We need to help members succeed in their careers as law librarians and legal information professionals—whether that means providing education on new topics and trends, supporting initiatives for change in libraries, or supporting and training the leaders of tomorrow.

What’s the best advice you have ever received?  

Surround yourself with good people and travel the world with your kids!

What is the greatest opportunity available to law librarians right now?  

Being the experts in information knowledge and legal technology! We need to toot our own horns, for lack of a better phrase, and make sure our stakeholders know how invaluable we are.

Who is your personal hero?  

My mom. She is a hardworking, successful, dedicated college professor who also happens to be a super mom and grammy!

If you could have any superpower, what would it be, and why?  

It’s hard to choose, but either flying or shape shifting! With shape shifting I could change into anything that flies and have the best of both worlds!

If you could master one skill right now, what would it be?  

Cooking! I am a terrible cook.

What is something we don’t know about you?  

I was a competitive figure skater.
What are the most important issues facing law, our members, and the profession?
The most important issue currently facing the profession is digital information literacy. We now live in a world where information rides at lightning speeds to professionals and laypeople who are ill-prepared to handle it. What a dangerous time! If you don’t believe me, just ask Siri about Cambridge Analytica or watch C-SPAN coverage of senators asking questions they don’t understand of technology CEOs unwilling to admit they don’t fully grasp the ramifications of their creations. The legal community will certainly be tasked with sorting the mess caused by a lack of understanding on all sides about the way in which information is disseminated and consumed online. I foresee a role for folks in the legal community who have a penchant for finding, organizing, and sharing information according to rigorous standards, so long as we are prepared for that role.

What do you think AALL’s top priority should be in positioning the profession for the future?
A top priority should be outreach and recruitment. We have thousands of talented librarians and information professionals who bring expertise to the table that no one else can. We operate on the cutting edge of legal technology and that is reflected in AALL’s education offerings. We teach and train, find and facilitate, organize and advocate. As the collective voice of law librarianship, AALL should always strive to raise awareness of our efforts in the communities we serve and we should especially focus on outreach to the next generation of talented professionals. By actively recruiting diverse candidates and touting the accomplishments of all law librarians, we bolster our ability to serve the legal information needs of all our communities and position ourselves to continue that service well into the future.

What’s the best advice you have ever received?
Be responsive.

What is the greatest opportunity available to law librarians right now?
There is a great need for digital information literacy across the legal community, which equals opportunity for law librarians. Just last year, legal tech guru Bob Ambrogi blogged about how the AALL Annual Meeting is one of the leading legal tech shows nationwide. At the same time, we hold fast to the skills and principles that make us information professionals by helping our communities find and use relevant, current, and authoritative information. Applying the same rigorous standards to digital information that we applied to printed information in the last century will become increasingly needed as digital information proliferates and information consumers become more aware that it’s not all good. The solution to the problem is teaching and advocating for digital information literacy and I am excited about the possibilities for law librarians in this area.

Who is your personal hero?
My dad. He is the ultimate handyman. Throughout my childhood, he fixed plumbing, electrical, you name it, and he always asked me to hold the flashlight. At the time, I thought I was doing him a favor. Turns out I was the unwitting apprentice and he taught me not only how to fix plumbing and electrical, but also how to break down large tasks into component pieces for implementation. Most of my successes thus far have relied heavily on that ability.

If you could have any superpower, what would it be, and why?
The ability to channel “The Force” sounds pretty good. In the latest iteration of Star Wars, that’s a superpower that gets Rey into and out of a lot of trouble. Occasionally, when exasperated attorneys visit my law library after researching for several non-billable hours, I pull the exact database they need seemingly out of the air and, to their amazement, they have the right document and are on their way in record time. I assume that’s how The Force works on a macro level, so I’d be happy with that.

If you could master one skill right now, what would it be?
I wish I could wake up one morning and be able to cut perfect dovetails. In fleeting moments of free time, I enjoy woodworking, especially building furniture. Dovetails are a hallmark of fine furniture building, in part because a joint using dovetails is strong and long-lasting, but also because they’re so darn hard to cut. It would be great to snap my fingers and avoid the wasted material.

What is something we don’t know about you?
In the mid-1990s, I convinced my mom to spend $120 on a brand new pair of Nike Charles Barkley’s that I grew out of in about two months. I felt so horrible that I had done this to my working-class family that I didn’t spend more than $30 on a pair of shoes for many years. To this day, I don’t like to spend too much on shoes, and when I occasionally apologize to my mom for the “Charles Barkley’s,” she knows exactly what I’m talking about.
We are all aware that the legal profession is evolving at a pace and in directions that are both new and unpredictable, and every institution finds itself at a different place in that evolution, with no one ever feeling comfortably ahead of the curve. Law schools are changing the way they prepare future lawyers to enter the new legal landscape. Firms are implementing new business models to account for technological disruptions and service expectations of their client base. Public law libraries are creating ways to make navigating the legal system easier for those who do not know how to access (and pay for) legal services. Securing and preserving reliable access to the legal information we all rely on continues to be a challenge. As legal information experts, we serve and exist within a profession that must meet many disparate needs with time and money as ever-present limitations. None of this is new, of course, but the reality is that these issues are not going away. We must continue to be innovative and nimble in our responses.

The answer to this question, broadly, is to focus on educational opportunities that will help the membership learn how to articulate their value and relevance (and indispensability) to their institutions. This involves the leadership and management training already available to us, but more specifically, how do we learn to identify opportunities within our own organizations and communicate the role we can play in bringing those ideas to life? How do we stay abreast of whatever is “next” so that we may better position ourselves to be the ones to bring the ideas to the table, thereby establishing credibility and taking ownership? How do we transition from being considered a passive entity to an active/proactive entity that helps effect change?

“...the Jetsons were to be believed...”

Superpowers, and there...
NEWS & NOTES

AALL 2018 is July 14-17
Make the Most Out of Your Experience

BEFORE YOU GO


Pack Your Business Cards. Networking opportunities await—connect with your peers and other like-minded professionals.

Practice Your Pitch. The AALL Career Center Office connects job seekers and employers. Update your resume or reserve your interview rooms today.

WHILE YOU'RE THERE

Celebrate Your Profession. Join your colleagues at the Association Luncheon to honor members for their outstanding contributions to law librarianship. *Ticketed event; a limited number will be available on-site.*

Get to Know Your Association. Learn how AALL stays ahead of the game to bring members, resources, and services together to keep you informed and ahead of the curve at the AALL Member Services Pavilion.

- Meet the Executive Board Candidates—inform your vote.
- ShopAALL—add some flair to your conference attire.

Bring Balance to Your Mind, Body, and Spirit. Universal health and wellness starts with morning yoga classes.

JOIN THE CONVERSATION: #AALL18

Learn more at www.aallnet.org/conference

Did You Renew Your AALL Membership?

Don’t lose all that AALL offers—renew by August 1. AALL is the only national association exclusively dedicated to law librarians and other legal information professionals, and we are stronger and more successful together. Our members are problem solvers of the highest order and enable AALL to offer the knowledge, community, leadership, and resources you need to stay ahead of the curve.

Digital First

To enhance our sustainability efforts, membership renewals have gone digital. Paper invoices will no longer be sent; however, members may print invoices from their AALLNET account.

If you have any questions about your membership renewal, contact AALL Headquarters at membership@aall.org or call 312.205.8022.
MEMBER PROFILE
VANTAGE POINT

JULIE PABARJA
- RESEARCH & LIBRARY SUPERVISOR
- LATHAM & WATKINS LLP
- CHICAGO, IL

FAVORITE QUOTE?
“Never give up on something that you can’t go a day without thinking about.”
– Winston Churchill

FAVORITE THING ABOUT YOUR JOB?
The best thing about my job is being part of an amazing global research team with colleagues who are smart and care for and support each other.

IF YOU COULD HAVE ANY SUPERPOWER, WHAT WOULD IT BE AND WHY?
I would pick flying because it would allow me to travel quickly without being late.

A SKILL YOU’D LIKE TO LEARN?
I need to learn how to cook because it’s time to eat like a grown-up and remove chicken nuggets and macaroni and cheese from the menu.

ADVICE TO YOUR 20-YEAR-OLD SELF?
Get out of your comfort zone and take the risk. It will be scary, but things usually work out in the end. Have no regrets!
DISCOVER WHAT 2,000 LAW LIBRARIES ALREADY KNOW ABOUT COST SAVINGS!

The Legal Information Buyer’s Guide & Reference Manual has been saving law libraries millions of dollars since 1996!

The book that has dared to tell the truth about legal publishing!

The book that revolutionized law library acquisitions!

A treasure trove of consumer advice!

“Hands-down the most useful book on legal information ever written”

- Academic law library director

“The single guide needed in every practitioner’s library.”
- Richard Sloan in New York Law Journal

“Winner of the Joseph L. Andrews Bibliographical Award!”

“You can’t imagine how we revere your work on this incredible resource. Thank you, thank you, thank you.”
- Marcia R. Bell, Director, San Francisco Law Library


Author Kendall Svengalis has been monitoring the legal publishing industry and its pricing practices for over 30 years, while providing law librarians with the tools for controlling costs. The innovative techniques he employed as Rhode Island State Law Librarian have served as a model for law libraries across the country. As editor of The CRIV Sheet from 1988 to 1994, he helped raise awareness of legal publishing practices and brought his strategies for cost-effective law library acquisitions to a national audience. Those efforts became the springboard for his Legal Information Buyer’s Guide & Reference Manual, now in its 22th year.
Creating actionable, assessable, and achievable goals for your library.
bottom-up goal-setting method, like the one we have implemented at the University of Florida Levin College of Law Legal Information Center (LIC), creates well-defined objectives, accountability, and assessment criteria to successfully complete and measure goals, while ensuring that the goals align with the organization’s mission and vision.

**Strategic Planning and Best Practices**

Strategic planning is the process in which you plan for your library’s future. This is usually done by setting goals for how you want your library to progress, and coming up with an action plan to ensure it happens. This planning is strategic because it asks: What is the best way to plan with the available resources in a dynamic environment?

Strategic planning is necessary as law libraries evolve to fit with the changing times. It is no longer acceptable to maintain the status quo as law firms and law schools endeavor to develop a competitive advantage. The law library of the future will succeed because it is constantly transforming, even in minor ways, to strive for excellence in delivering legal research services. Every library can benefit from strategic planning.

This is not to diminish the struggle that comes from adding additional work onto an already busy schedule. Like everything in the library, goal setting should be efficient and effective. Using a bottom-up approach will spread some of the labor-intensive data gathering responsibilities around the library, as well as achieve the ultimate objective of involving every sector of the organization in the planning and implementing phases.

**Goal-Setting Best Practices**

Based on research in the area and our experiences in bottom-up goal setting, we have devised a list of eight best practices to consider while forming your own goals group:

1. **The Charge Should Come From the Top:** The initial charge for a goal planning committee should come from top management of the library. Once all goals and action items have been finalized, directions regarding implementation should also come from the top.

2. **Consider Larger Organization Goals:** Do not start from nothing. Even in the initial planning

As law libraries are increasingly scrutinized and evaluated based on whether they contribute to the goals or missions of their parent organizations, the importance of goal setting grows. This process is usually decided by upper management and announced to the rest of the organization. However, input from librarians and staff can provide valuable insight into defining those goals, as well as ensuring buy-in from stakeholders.
stages and throughout goal setting, remind yourself and other library staff of the organization’s goals. Ask how the library fits into those goals and how the library can further those goals.

3. Obtain Buy-In from Stakeholders: Each department will have an understanding of what works and what does not work in their unit. Staff will also have ideas of what additional services they could offer. Do not forget to include every member of the library in the process. They should give input, create action items, and put those items into motion with a proposed timeline.

4. Think beyond Maintaining the Normal Routine: Goals should aspire you to spur action beyond standard job responsibilities. Focus on objectives that are future-oriented rather than sustaining the regular day-to-day schedule.

5. The Goals, Mission, and Vision Are Circular: Use these goals to guide the mission and vision and ensure the goals are influenced by the mission and vision. The goals, along with the mission and vision should reinforce each other.

6. Adapt the Process to Your Library: There is no perfect method for each library. Depending on the size of and distance between staff, your library might achieve more with smaller groups and less meetings.

7. Have an Effective Communication Plan: As with any project, communication is key. Establish communication methods (in-person meetings, email, Skype, etc.) before beginning this process. Make yourself accountable by setting the next deadline throughout the process.

8. Do Not Make the Process Lengthy: Try to complete the goal creation process within a few months. As mentioned above, do this by continually setting the next deadline. Remember, this is only the beginning of achieving your ultimate goals.

Creating a goals group is relatively easy. The goals group should consist of two to three people, regardless of library size. Our library director forwarded the following charge to the goals group:

- Create a game plan building upon the vision and goals set by the library during the previous academic year;
- Solicit input from all staff about their individual goals that contribute to the LIC’s success;
- Select goals and priorities that align with the law school’s priorities;
- Incorporate suggestions and present goals for discussion and approval at an all-staff meeting;
- Incorporate suggestions from this discussion; and
- Send a final version to all library staff members.

Creating a goals group is relatively easy. The goals group should consist of two to three people, regardless of library size. Who is best fit to serve on a goals group? There is no set answer to this question. When we embarked on this task, the library had 22 people on staff. The three librarians who worked on the committee were the most recently hired and had a little more/less than a year of experience working in the organization. We were not as institutionally entrenched and could bring a fresh perspective to determine the goals and priorities of the library.

During one of the first meetings, we decided it would be a good idea to review and discuss previous formal and informal efforts to determine future library goals and whether/how they were accomplished.

We determined that a helpful way to start building upon the goals would be to meet with every member of the library staff for input on setting the goals of the library. Due to the large number of library staff, we decided to evenly divide the number of people that we interviewed while ensuring that we covered each aspect of library operations: Information Management, Access Services, Publications, Administration, Instruction/Reference, and Digital and Faculty Services.

A set of questions was drafted in a way that would allow us to ask
everyone the same question, yet receive different responses. We each left the meeting with our list of interviewees and questions.

2. Conducting Interviews
Over the course of a two-week period, every library staff member was contacted by someone from the goals group via email to arrange a 30-minute meeting. During the meetings, we asked the following questions:

- What are your current general duties?
- Are you working or about to work on any projects over the next year?
- What’s working well with your current duties/projects?
- What’s not working well? Any impediments? What time/resources would you need to complete tasks?
- What services are students/public patrons/faculty asking for (that you’re aware of)?
- What is your grander vision for the library/your department/your position (in a dream world where money/time was not an issue)?

The interviewing process can work via long distance as well. Questions can be emailed and interviews can be conducted through telephone, Skype, or Zoom.

3. Brain-Storming Goals
Once we completed the interviews, we met to review the responses and list the similarities, differences, and intersections on a whiteboard. This visualization of the responses helped to construct goals for the law library. Depending on the size of the library and number of staff, an ideal number of goals would be anywhere from three to 10. We came up with a total of nine goals listed below.

**Legal Information Center Goals 2017–2018**

1. Modernize the collection in order to optimize use of space while capitalizing upon library’s purchasing power.
2. Maximize efficiency of the collection management process.
3. Create a superlative user experience for all library patrons.
4. Optimize the organizational structure of the College of Law publications as a joint collaborative unit within the LIC.
5. Leverage the LIC’s unique position in the law school.
6. Ensure smooth transition during upcoming changes in leadership.
7. Collaborate with Legal Writing and Legal Drafting instructors to develop a legal skills curriculum that prepares students to meet the demands of legal practice.
8. Enhance the teaching and learning experience by exploiting technological tools.
9. Maximize awareness of LIC services and resources among all members of the University of Florida Law community.

4. All Staff Meeting
The next step is to call a meeting of all management, librarians, and staff to discuss goal setting. The call should come from the library’s upper management to demonstrate to attendees the importance of the meeting and the goal-setting activity.

Those leading the meeting should begin with a short presentation discussing the charge of the goals committee from upper management.

- To create a relaxed atmosphere where communication and collaboration can flourish, the meeting should include lunch. In addition, seating should be arranged by function so that members of departments may sit together. This will allow them to communicate and collaborate on developing action items and assessment measures for their small group goals. Grouping by department will also allow those with the most knowledge of the department to tailor goals to fit their respective departments.

- Those leading the meeting should begin with a short presentation discussing the charge of the goals committee from upper management and the process the goals committee used in developing the goals, a review of the umbrella institution’s goals and priorities, and a reminder that the purpose of the meeting is for each small group to develop action items and assessment measures for each of their small group’s goals. Leaders should stress that, to be effective, goals must be both actionable and
assessable. Fifteen minutes should be sufficient for this portion of the meeting.

■ Those leading the meeting should assign each group one or two goals related to their department. To keep the groups focused on their individual group’s goals, they should not have access to other groups’ goals during this portion of the exercise.

■ Those leading the meeting should ask each group to develop an action item for each small group goal and an assessment measure for each action item. Forty-five minutes should be sufficient time for this portion of the meeting.

■ After the small group exercise, the entire group should break for lunch. During the lunch break, leaders of the group should write goals for all the small groups on a chalkboard, whiteboard, or flipchart, leaving space for the addition of action items and assessment measures developed by the small groups.

■ After lunch, leaders should reconvene the entire group to discuss the small groups’ findings. Leaders should ask a representative of each small group to relay the action items and assessment measures that the small groups developed for each of their goals to the whole group. Leaders should write those action items and assessment measures under the respective goal. This will allow the entire group to see the totality of the library’s goals, the action items to be used to effectuate those goals, and the assessment measures to be used to determine progress in achieving those goals. Fifty to 60 minutes should be sufficient time for this portion of the meeting.

■ Leaders should end the meeting with closing remarks. This should include thanking members for their participation and letting them know that their input is valuable.

5. After the Meeting

The goals committee should distribute minutes of the goals meeting to all management, librarians, and staff. The minutes should contain the names of the people comprising each small group and a list, arranged by small group, of each goal with the corresponding action item and assessment measure listed underneath.

The goals committee should meet with upper management to discuss next steps in the process. This discussion should include assignment of goals to specific members of the small groups and development of a timeline for achieving goals.

A member of upper management should send a final list of goals with action items and assessment measures to all management, librarians, and staff. Generally, each action item should be assigned to a group of individuals. The manager should ask such groups to meet and develop timelines for achieving their assigned goals by a certain date. Once the timelines are returned to the manager, the manager should create a master list of goals, action items, assessment measures, and timelines, and then distribute the document to management, librarians, and staff. The document should be kept on a shared drive or SharePoint so that it may be referenced in the future. Members of the groups should update the document as goals are achieved. At the end of the year, the manager should assess what goals have been achieved and what goals should be continued into the next year.

We Did It and So Can You!

We hope that sharing our bottom-up goal-setting process will inspire and motivate you to strive to achieve your best library! Remember that your organization can only progress with all its members on board and working toward accomplishing shared goals. This is best done by allowing stakeholders to be active participants in change, and by creating a collective responsibility in effecting those changes through action. We found our system to be successful in this undertaking, but we welcome advice to improve our methods. We wish you all the best of luck in your future goal endeavors!
It’s not easy being a law library director these days. There is tremendous pressure to reduce costs and increase the library’s value to its organization by improving productivity and having more librarians take on other organizational responsibilities, such as teaching, website management, digitization projects, law school committee work, or organizing alumni events. Since most technical services (TS) librarians do not hold JD degrees, they usually do not teach. This may give them a perceived second-tier status as librarians who are not valued as much as those who teach.
**Explain in Detail and Show Your Value**

The first thing I want my director to know is that it is vital to recognize the value each librarian brings to the organization. Also, to really value TS librarians, you must also value bibliographic control. Show your TS librarians that you understand what they do and that you appreciate their work. When I first started at the University of Colorado Law Library, the director brought a monograph to my office and asked why it was classified the way it was. It made me realize she was paying attention to what goes on in TS.

Conversely, I think it is important for TS librarians to keep their directors informed about what goes on in their departments. I have always had regular meetings with my technical services departments and have taken notes of items discussed. The common phrase, “communication is the key to success,” holds very true for libraries.

Since there is important, detailed information in the TS meeting notes that every library staff member would benefit from knowing, I use a red font color to highlight what is new and especially important for public services (PS) members. I route the notes to each department with a list of the initials of each department member, and I include my name last. When the notes return to me with the initials checked off, I know everyone has read them. That way, when a reference librarian tells me they are shocked that we canceled a title or didn’t know we subscribed to a new database, I can point to the TS notes. If you are a director and your head of TS isn’t providing written updates of what goes on in their department, ask them to start doing so. When my law school hired a new library director about seven years ago, I started sending the TS meeting notes to her several months before she actually started.

The second thing I would like my director to know is that keeping good bibliographic control is a library-wide enterprise. For example, decisions on what to order come from throughout the library. After TS has handled the acquisition, cataloging, payment, distribution, and end-processing, who makes sure all library staff are aware of the new acquisition and trained in its use, if, for example, it’s a database? This is where workslips or checklists come in handy. Many of our workslips go from TS to PS, before ending up back at my desk so I know it made the rounds.

Third, I want my director to know that almost nothing we do in technical services is a simple task anymore. Everything is complicated and requires quite a bit of extra work and time. Canceling a subscription sounds like an easy task. We can notify the vendor/publisher, handle any credits, edit our bibliographic, check-in and order records, and attach stickers on the volumes, but more often than not, the subscription just won’t end. Whether print or online, subscriptions don’t seem to end on time and continue on long after they have been canceled. I must admit that I’m a major culprit here, in that I have a hard time tossing a very expensive journal issue that has been canceled but still arrives. But if we keep it, we need to change our decisions and alter all the records.

**Help Directors Appreciate the Ins and Outs of TS**

Law libraries used to work with roughly 25 small legal publishers. Now, with all the consolidations leaving far fewer legal publishers, one would expect that our technical services work would be easier. But the large conglomerate
companies we deal with these days are actually much harder to deal with. For instance, our purchases have been tax exempt for more than 100 years. But for the last three months, invoices from our largest legal publisher have tax added and no one seems to be able to give us a clean invoice without the tax. Time is wasted on both ends. Another example concerns our order of an online series of study aids from another big legal publisher that came with bibliographic records. We found several of the records have links to the wrong edition of the title and some of the titles we expected are not even available.

Part of the additional complexity in technical services work is keeping current with the constant changes in electronic resources. For example, since Practicing Law Institute (PLI) titles recently split from BNA, we need to suppress all those records and decide if we should subscribe to the new PLI platform. What detail do we want our online catalog and discovery platform to reflect? Directors might assume our discovery platform takes care of all this for us, but that is definitely not the case. Quality control is the only way to be sure our patrons can discover all our new and changed titles. Quality control usually falls to me, and I admit that it is difficult to keep current with all the changes.

For good bibliographic control, we want our library electronic products to deliver as “Amazon-like” an experience as possible. We all know our libraries are far from being able to do this. But to get as close as possible, we need to constantly be loading and reloading bibliographic records from electronic vendors such as Hein, Bloomberg, Wolters Kluwer, and Lexis. This takes much of our metadata librarian’s time. Since we also try to be careful with authority control, we find frequent and time-consuming problems.

Keeping current with title changes, for example, titles that have become online-only, is part of keeping bibliographic control high. One way to understand how much time this task takes is to have detailed procedures written down so others can literally see what is involved.

Advocate for Why TS Matters

Jean Pajerek, director of information management (formerly head of technical services) at Cornell, makes an informative comparison of our libraries to a fancy hotel. Our patrons could have a wonderful experience in our library (or hotel) with wonderful interactions with the staff. But if the patrons get to their room and find the sheets are dirty, this will override all the other experiences. TS is responsible for keeping the sheets clean. It is the infrastructure under the veneer and the information disseminated by the reference and circulation desks. The library can spend extreme amounts of money on library holdings, but it can all be wasted if the infrastructure doesn’t allow for quick and easy access. The better TS does its job, the less visible it is. Access to library materials is non-negotiable. It is easy for administrators to calculate the costs associated with TS, but it is not easy to measure and articulate the value TS departments create and deliver. When library directors understand what goes on in their TS departments, they can better advocate to their administrators the value and justify the costs of technical services librarians.

Part of the additional complexity in technical services work is keeping current with the constant changes in electronic resources.

AALL2go EXTRA


READ

Sarah E. M. Lin’s article “Managing Technical Services Long Distance,” from the July/August 2016 issue of AALL Spectrum at bit.ly/1A16TS.

GEORGIA BRISCOE
ASSOCIATE DIRECTOR
HEAD OF TECHNICAL SERVICES
William A. Wise Law Library
University of Colorado Law School
Boulder, CO
briscoe@colorado.edu

© 2018 BY GEORGIA BRISCOE

© 2018 BY GEOGE BRISCOE
The world of publishing can be overwhelming, especially for first-time writers and newer librarians. Is my idea good enough? Is my article articulated well enough? Will anyone read it? These are all common questions you might have. Most importantly, you want to make a good first impression among your colleagues. The intent of this article is to acknowledge the common internal fears of first-time writers, explore publication opportunities, and provide suggestions on how to get started. Herein we offer a writer’s survival toolkit to help throughout the publication process.

Tips for first-time writers looking to get published.

BY SHAMIKA DALTON & DR. MICHELE A. L. VILLAGRAN
Internal Fears
It is common for first-time writers to experience fears of rejection, inadequacy, failure, or success. It is important to acknowledge your fears without allowing them to consume you. We have found that the best way to overcome your fears is to share them. You will often find that you are not alone. Common fears include:

- **Fear of rejection.** Rejection happens. Not every editor is going to want to publish your article. As the old saying goes, “Don’t put all of your eggs in one basket.” Well, this is true for publications too. Submit your idea to more than one editor to increase the odds of your article being accepted. All you need is one yes.

- **Fear of inadequacy.** This is a big obstacle for many. Perhaps you do not have family to reach out to for help or advice about publishing an article. If that is the case, find an experienced mentor in the profession who you can trust to share your fears and act as a sounding board throughout the publication process.

- **Fear of failure (or lack of success).** We live in a world where your success is measured by citation counts and “likes.” The thought of no one reading your article is terrifying, but do not get ahead of yourself or be discouraged. Define success for yourself. It may simply be the enjoyment that you get from writing, or reaching a handful of people who really benefited from your piece.

- **Fear of success.** You may be slowly progressing on your writing due to procrastination because you fear the recognition you may receive. In a success-oriented society, most people will not admit that they are fearful of success. Why is this? Success can be more complicated than failure due to a great level of uncertainty that comes with it. Failure is a more familiar feeling than success for most. Great success can change one’s lifestyle, behavior, and connections. Face this fear head-on and acknowledge why you are resisting. Do not be afraid to take on the new, exciting recognition you may receive as an author.
### Publication Opportunities

- Advocacy Writing (Washington eBulletin)
- Annotated Bibliographies
- Association Publications
- Bar Publications
- Blogs
- Book Reviews
- Creative Writing
- Institutional Repositories
- Journals
- Newsletters
- Pathfinders
- Public Newspapers
- Social Media

---

#### Getting Started

Getting started is the hardest part of the writing process. Below is some advice that will help you on your journey to publication.

- **Volunteer for committees.** Huh? Your professional service could turn into a possible article opportunity with other members of the committee. From time to time, a committee may be charged to conduct a nationwide survey or write a white paper on a particular topic. This is a great way for you to be a part of a larger publication. Be sure to volunteer when regional chapters and special interest sections are recruiting people to write short reviews on educational programs after the AALL Annual Meeting.

- **Find a co-author.** Roundtables and discussion dens at the AALL Annual Meeting are great ways to meet new people with similar interests. Those relationships could lead to publication opportunities. Also, do not be afraid to reach out to a librarian you know who has written or presented on a similar topic to collaborate on an article.

- **Do not reinvent the wheel.** One of the easiest ways to develop an idea is to take an old idea and make it new. Perhaps there is a gap in the research that you can address. Alternatively, you can write about a project you worked on or new technology your library has used. Build upon a presentation you gave at a conference, for either conference proceedings or a more informal piece. Do not feel like you need to come up with an ingenious, complex topic for your first article.

- **Develop your sales pitch.** The first thing you should consider is the audience. How will your article help or be a resource to the reader? Make sure you research the publication’s readership demographics. Next, you should choose a “catchy” title. Your article title is the first thing that an editor reads, so make sure it is fresh, interesting, and memorable. Include

---

#### Publication Opportunities

Your first publication does not have to be a 20-page article or chapter in a book. You can start with a shorter publication such as a blog post, book review, or feature article in a newsletter or magazine such as the American Association of Law Libraries (AALL) *AALL Spectrum*. A shorter piece gives you great practice and helps you build confidence with your writing. Do not limit yourself to law librarianship publications. If you are interested in a topic or have a passion for a topic that is broader than our profession (for example, disaster management or intellectual property), research what publications are available. Many, if not all, professions have associations and some sort of publishing opportunity.
a brief summary that highlights four or five major points you plan to discuss in the article. You should also provide an article outline to help the editor visualize how you plan to organize the information. Lastly, be sure to include a little bit about yourself, your current position, and any relevant experience to help the editor understand why you are qualified to write on this topic.

- Pitch your idea early. You do not need to wait until your article is finished before you reach out to an editor. Most editors are open and even encourage authors to submit their ideas before they start writing. If your topic is not exactly what an editor is looking for, he or she may offer advice on how you can tweak your idea to make it better fit the publication. You have to be open to changing your idea to better suit their readers.

**How to Survive the Process**

One can never be over-prepared when it comes to writing and being published. This handy survival list of practical tips will help keep you on the right path.

- Create a timeline. Include mini deadlines on your timeline. This is your writing schedule where you can complete small steps toward a larger goal. Make sure it is manageable with the other responsibilities in your life.

- Where will you write? Choose a comfortable place that has minimal distractions and good lighting. There will be distractions and obstacles along the way, but if you anticipate and prepare for them, it will help with your plan for writing. For example, if you have children and pets at home constantly running in and causing distractions, you may need to write at your public library or your local Starbucks.

- Be ready to organize. Organize your research and your thoughts. Brainstorming and outlining will help you stay organized. There are paid tools and even free software available that can help with your organization, including project management tools such as Evernote, Ulysses, or Gingko, and mind-mapping software for brainstorming such as Bubble.us, FreeMind, or Scapple.

- Revise, revise, revise. There is no such thing as too many drafts. You will have many versions throughout the process.

- Let yourself shine through. This piece is coming from you, so be authentic to yourself and do not be afraid to let your personality come through. This may also keep you inspired and engaged in your writing.

- Have a support team. Having a few trusted individuals that you can rely on for support is invaluable. Since you have been the only one reviewing your writing, you now need to have other eyes review it. Get their feedback. Is your piece clear? What is missing? What suggestions might they have that you have not considered?

**Consider the Benefits**

Choosing to be an author and getting published definitely has its benefits. To get motivated, consider that you do not simply have to write for writing’s sake. Instead, have a purpose and consider the benefits of getting published, such as contributing to the profession and building your reputation as an expert on a particular subject. Publishing successes are items you can add to your resume to show your expertise and help you land a promotion or future job opportunity. Publishing can also lead to presentation opportunities to share your work in-person or virtually. Additionally, any type of published work provides your organization with recognition and publicity.

**Now, Begin!**

Getting published can seem like a very daunting task. We certainly know the fears and challenges with getting started. Facing your internal fears is a first step and we guarantee that you are not alone. Getting started and being prepared are part of the process. You would not run a marathon without training, so do not start writing without a plan. There are many places to look for publishing opportunities, and your first piece does not need to be a novel. You will soon reap the rewards and benefits of your publishing adventure.

As the famous Nike slogan says, “Just Do It!” There is no time like the present and if you do not get started now, then your work may get set aside again. Beginning something is always the first step. We look forward to reading and hearing about your many contributions to the profession and beyond.

**CONTRIBUTE**

If you are interested in writing for *AALL Spectrum*, email Heather Haemker, AALL Publications Manager, at hhaemker@aall.org with your ideas. For more information visit bit.ly/AALLSpecpolicy.
The field of law librarianship continues to evolve, and Saskia Mehlhorn believes librarians should be leading the charge. As machine learning and artificial intelligence become more commonplace and librarians’ roles began to shift, it will be more important than ever to stay ahead of the technological curve.

Born and raised in Germany, Saskia Mehlhorn grew up with a passion for law. After earning her law degree in 1993 from the University of Hamburg, Germany, she began her work as a lawyer at a law firm in Hannover, Germany, in 1995, before coming to the United States with her family in 1997. “We came to the U.S. for two years before moving to Norway for another two years, and then finally moved back to the States in 2001,” said Mehlhorn. Once she was sure her family wouldn’t be moving again anytime soon, she began thinking about her next career move. Deciding against a career as a lawyer, but still wanting to satisfy her passion for the law, Mehlhorn opted to attend the University of Houston Law Center’s LLM program. “I very much enjoyed practicing law when I was in Germany, but it was different in the U.S., and so I chose a different path,” she explains.

While pursuing her LLM, an acquaintance who owned a filing service in Houston asked if she had ever considered law librarianship, as she had a client that was in need of a temporary law librarian. “I had no idea what a law librarian’s job duties were— in Germany their responsibilities are different—but I thought it was really interesting,” she said. “You get to do a lot of things that I enjoy, such as legal research. You can try out new tools and different databases, and you’re not charged for using them.” After meeting with human resources at the law firm, she began working with their domestic team the next day. Mehlhorn stayed with the firm for about a year, working part-time while she completed her LLM.

“I did everything from loose-leaf filing to translating contracts from German into English, which I can do very well because of my legal background, and I assisted with administrative tasks,” she recalls. “Even now, I find those experiences to be very useful, especially the loose-leaf filing, because I got to know a lot about the different treatises that are on the market.”
This is true whether you work in Germany, Norway, or France. There isn’t this notion that employees need to work for hours on end to accomplish something, and that they should put in time 24/7 because otherwise they aren’t perceived as dedicated employees. Working all the time doesn’t make you happy and it doesn’t make you more productive. Taking off time to recuperate will make for a more focused employee during the workday.

Taking time off doesn’t make you less professional either, and it doesn’t make you look lazy or not suitable for a management position. I think you are better off having a well-rounded person that is excited about their job who can focus when necessary and get things done. In Germany, you typically work 35- to 38-hour work weeks, which I actually think makes you more productive than someone who works 50 hours a week. As a manager, it really is up to you to set an example for your staff. Don’t call people when they are on vacation and don’t send an email when you know they are out and doing something with their family. It shows you appreciate they are living their life. I also find people enjoy coming back to work more when they are able to have that balance.

Describe a typical day?

Here really is no typical day, but I do have certain routines that I follow. I always start my day with a cup of tea and I also take the bus to work. While I’m on the bus, I am able to start my workday: I go through all of my email alerts. I’ve got somewhere between 30 to 40 email alerts set up; I’m not reading all of them, but I do skim them and if I find something interesting, I will send it to myself to read later in the day. By the time I arrive in the office, I have been through my first batch of emails. I also try to read The Wall Street Journal in the morning, which is not necessarily my favorite newspaper, but it is certainly important. From there, all bets are off and I’m going between meetings and presentations. I have biweekly one-on-one conversations with all staff members and I also work on new initiatives. At the end of the day, depending on what I send myself in the morning, I might send emails to firm leadership about things that came up throughout the day. Instead of sending them an automated alert, I create an email myself so I can tailor what I send based on their interests.
How do you stay abreast of changes in the field?

I receive several technology emails. I usually focus on research institutions, whether it’s Fraunhofer Applied Sciences Institution or business schools. Oftentimes, especially when it comes to technology, there might be articles that include insights and trends outside the legal realm, but those can nevertheless be applied to aspects within the legal field.

I also enjoy attending webinars, especially on new technologies, because I find it very helpful to see how something works and not just read about it in theory. I especially find vendor-run webinars to be helpful since you can actually see the database tables they have created or a new system in action.

I don’t attend every annual meeting out there, but I have been to the last couple of AALL Annual Meetings; I find one or two larger meetings a year is more than enough. I like to attend webinars such as ILTA (International Legal Technology Association), AALL, and the Private Law Librarians and Information Professionals Special Interest Section. These webinars are straightforward, not too expensive, or often free. I also attend local Houston Area Law Librarians meetings because they are usually only a few hours long and typically contain great programs. I enjoy getting together with my peers to exchange ideas and opinions on what others are trying at their own institutions.

Why is a comprehensive knowledge management system important for firms?

Any law firm, whether it is a solo practitioner or a 4,000-lawyer global firm, has within its systems a tremendous amount of collective knowledge. So instead of asking why it’s important, we should ask, “Why not make use of that knowledge?”

A comprehensive system is a key to the holy grail. All knowledge that has been accumulated is readily available for retrieval and allows law firms to work efficiently and consistently at a high level for their clients.

How has knowledge management changed over the years and how do you anticipate it will continue to change?

Knowledge management hasn’t really changed all that much. When we think of knowledge, it’s really to communicate past experiences—we transcribe them, preserve them, and then make them available. That is how we still handle it today. In the past, it was oftentimes all about the books. Someone would go to a book shelf, grab a book, get the knowledge out of the book, and move on. Now we aren’t constrained to use only the printed format, because everything is also available online, which makes it easier to retrieve the knowledge. As we move forward, we won’t be solely relying on the ability to retrieve knowledge and make results come back faster. In the future, we will be able to use systems that combine knowledge that is available in any given repository with ideas, thoughts, and concepts, whether they are articles or seminars, so you are better able to find a solution to whatever problems arise.

You are presenting a program at the 2018 AALL Annual Meeting on building a chatbot. What do you find most exciting about its potential? Any challenges or surprises?

I’m most excited about the use of chatbots when it comes to carrying out tasks that are critical but also very time-consuming. In my department, we are currently working on a chatbot that could replace the reference interview. The reference interview is something that is necessary—oftentimes because people don’t...
necessarily know what they want and they need you to guide them through the process— but it’s a time-consuming process. As we move forward with exploring this chatbot technology, we will develop a number of solutions that allow us to transfer time-consuming tasks to a chatbot, so that the information professional who works behind the chatbot can work on more intricate issues at hand.

The biggest challenge I have come across is actually finding the time to work on the chatbot. While there is a lot of potential and time-saving capability with the creation of this chatbot, it takes quite some time to concentrate on it to make the project successful. The hardest part is freeing up available time: We have so many requests to respond to throughout the normal workday, that finding additional time to create a time-saving chatbot is time-consuming in and of itself.

How was your office impacted/and or prepared for Hurricane Harvey?

Being in Houston, we are always prepared for a hurricane. Our firm has a business continuity plan that prepares us for daily operations of the firm in case of disaster situations. As soon as we realized that the Houston office wouldn’t be able to function at its normal capacity, we were able to divert business segments to offices located outside of Houston.

As far as business operations, we were very well prepared and there were no hiccups. However, while we were well prepared when it came to the business operations of the firm, it was still difficult on a personal level because many of us knew people who lost their homes.

After the hurricane, the city needed to open up the levees and that’s when parts of the city were flooded, and it took weeks to get the water out. What is amazing is that, in the U.S., whenever something catastrophic happens, everyone is eager to lend a hand and help clean up, even if they weren’t affected.

How has participation in AALL impacted your career and/or leadership capabilities?

Since the beginning of my journey into law librarianship, AALL was very useful. While trying to determine whether this profession was the right fit for me, I found many great online workshops and materials on AALL’s website. I also found that whenever I contacted someone for more information, everyone was very helpful. That was the one thing that has really stuck with me. AALL members aren’t just smart; they also want to help others succeed in their journey, which is rare. It must be a librarian thing.

The Association supports librarians and legal information professionals at all stages of their careers. There is the Conference of Newer Law Librarians (CONELL), the AALL Leadership Academy, webinars, and educational programming. AALL also encourages participation, and helps you develop presentation and marketing skills.

What career advice would you give to newer law librarians?

Just enjoy it! The profession is not dying or dead, but it is changing. Always strive to be the conductor and not the passenger. Don’t underestimate the need to market your department and the skill sets you have. One of the things librarians often forget is that in today’s world, we need to make sure that we constantly showcase our capabilities to our stakeholders. Librarianship is an evolving profession and it is one that will be around for decades to come.

What changes do you anticipate the information technology field will experience in the next 5 to 10 years?

I think many of our more traditional tasks will be taken over by machines. Therefore, we need to find a new place in the field, whether as librarians or information professionals. We need to constantly re-determine where we are going to be. We need to be leading this charge. Instead of worrying about AI taking over this part of our job, we should ask ourselves, “Where can our services be better allocated?” We know what our capabilities are and that we are best equipped to come up with solutions.

What do you enjoy most about your job?

The variety—no day is like the other, but each one always revolves around assisting professionals in their work, which always gives you a feeling of accomplishment.

AALL 2018 ALERT

Don’t miss the session “From Concept to Deliverable: Build Your Own Law Library Chatbot,” Monday, July 16 from 11:30 a.m.–12:30 p.m. For more information visit bit.ly/AALL18Chatbot.
Developing Soft Skills

Question: What soft skills are most important to librarians and your staff, and how do you provide training or professional development in that area?

The Oxford-English Dictionary defines “soft skills” as “personal attributes that enable someone to interact effectively and harmoniously with other people.” All library employees—from seasoned directors to part-time interns—are equipped with one of the best soft skills: sincerity, a sincere desire to help patrons find the information they need. To succeed in this endeavor, it is essential to be a good listener in order to gauge what’s really being asked or sought (which often differs from what is said or being described), to be patient, and to know when to offer and receive guidance.

It’s important to remember that patrons are in the vulnerable position of needing information; this is particularly true in law libraries, where information is a commodity that is used to establish credibility, win cases, draft opinions, and literally make and break careers. As librarians,
our command of the whereabouts of information is a valuable tool, which is further strengthened by assisting patrons with kindness and care—even when they may be stressed or impatient.

Several years ago, I published a book on lawyering skills, using classic films as references. Each chapter includes a discussion of the skill, an overview of the film, and exercises for improvement. Many of the skills contained in the book are also important to anyone working in a law library. Examples include compassion, empathy, flexibility, judgment, tact, universal etiquette, versatility, and zealousness.

I’ve found that the most effective methods to provide training in this area are to lead by example, clearly list my expectations with new hires, and to privately address questions and concerns in one-on-one meetings. When I was teaching, an effective method to get students to open up about their experiences was to use colorful hypotheticals, which would also be useful in soft skills training. If my staff were larger, I would likely schedule “What Would You Do?” lunches to explore examples of uncomfortable scenarios in a fun way.

Skills training needn’t be dry or cumbersome; this is especially true of soft skills, which are tougher to assess and quantify. Just using the term “professional development” in reference to soft skills can serve as a turnoff because it can imply that one does not already possess these skills. I think a better approach is to instead presume that there are existing skills that need to be updated, enhanced, or polished.

Most of us likely think we know what “soft skills” are and which ones are valuable to our profession, or essential for a particular role within the law library. Despite the term’s ubiquitous usage, an authoritative definition is difficult to find. Its meaning is said to have become the management equivalent to the famous definition of obscenity given by Justice Potter Stewart: “I know it when I see it.” (Read the “Soft Skills” article at bit.ly/JA18Soft.)

For example, according to the Leadership Glossary: Essential Terms for the 21st Century, soft skills are “those associated with feelings, insights, emotions, and relationships with other people, as opposed to the ‘hard skills’ drawn upon to perform tasks in one’s job role. Soft skills include communication, friendliness, empathy, and persuasion.”

If the above is true, how do soft skills compare to (apparently) inherent individual personality characteristics? For example, how do introversion, extroversion, or even neurological differences correlate to “soft skills” of friendliness or empathy?

If soft skills are essential for success in a professional task, it is important that they be defined as skills instead of hardwired dispositions, and that they be broken down into teachable components to be practiced, perfected, and learned.

Throughout my 20-plus year career in law librarianship, I have participated in and even led trainings in what might be considered soft skills. I thought it sufficient to be an advocate for their general value in any organization, especially a library, but I never actually broke down the skills to associate them with specific tasks or job duties. While it is not an exact science (yet), I would now suggest the following process for soft skills training.

Start by defining which skills are most valuable for specific positions, then seek out (or create) training and development opportunities accordingly. Determining specific skills may be a learning process. A group of experienced staff could work together to create the list of skills needed. Make sure to distinguish these skills from hardwired personality traits. For assistance, look to your human resources department, management and library science literature, or experts to which your institution or organization may have access.

If possible, use in-house resources to develop training and evaluation programs for these skills. Per the “Soft Skills” article quoted above, make sure employees are given appropriate knowledge and opportunity for meaningful practice and feedback.

Look outside your organization for training opportunities (suggestions given below). Evaluate them with the above criteria in mind.

Resources to Develop Soft Skills Training
- AALL Website — “Education and Training” section.
- Local AALL Chapters: Contact your local chapter and ask them if they will sponsor a training program. For an example, visit bit.ly/JA18Edu.
- Commercial Training Websites, such as Lynda.
Mark E. Estes has been in law librarianship since 1978, when he began his career as head law librarian and assistant professor of law at the University of LaVerne College of Law. He became the director of library services in 1980 at Holme Roberts & Owen LLP, which is now Bryan Cave HRO. While there, Estes worked to establish a print collection, then worked to convert the collection to an electronic format. In 2008, he assumed his current position as law library director of the Bernard E. Witkin Alameda County Law Library, making many improvements, including converting stacks space to an area that could be used for the Bay Area Legal Incubator, the first incubator housed in a law library.

Described as an "AALL junkie” and “extraordinarily well-rounded,” Estes has dedicated a good portion of his career to the Association since joining in 1977. He served as AALL President from 1992–1993. Additionally, he chaired the Economic Status of Law Librarians Committee, the Annual Meeting Educational Programming Committee, the Government Relations Committee, and the Constitution and Bylaws Committee. He has also chaired the Private Law Libraries Special Interest Section, the Colorado Library Resource Sharing and Information Access Board, and served as co-chair of the Colorado Libraries Marketing Council. Similarly, he has also been president of the Southwestern Association of Law Libraries and BayNet, and has been an Executive Board Member for the Colorado Association of Law Libraries.

Estes was previously inducted into the AALL Hall of Fame in 2016.

He is also well known as an editor. He served as editor for Trends in Law Library Management & Technology from 1994–2001, and was the editorial director of AALL Spectrum from 2007–2013. He has also been published in Law Library Journal, Library Journal, and National Law Journal.

One nominator described him as a “pillar in the legal librarian community.” This is a fitting description and one of the many reasons he is deserving of the 2018 Marian Gould Gallagher Award.
Claire M. Germain has been a member of AALL since 1977. She began her career in the U.S. as a law librarian in 1980 at Duke University School of Law Library. She was promoted to associate director in 1989. In July 1993, Germain made the move to Ithaca, New York, to work at Cornell Law School, where she was the Edward Cornell Law Librarian and professor of law. While at Cornell, she also served as director of the Dual Degree Programs for Paris and Berlin. She became professor emerita at Cornell in 2011. In August 2011, Germain assumed the role of associate dean for Legal Information and the Clarence J. TeSelle professor of law at the University of Florida (UF) Levin College of Law. While at UF, she served as the director for the Paris/Montpellier Summer Program in 2016.

Germain was elected as AALL President for the 2005–2006 term. Prior to her term as president, she chaired the following AALL committees: AALL/Library of Congress Task Force on Preservation of Digital Law, Education Committee, National Legal Resources Committee, Foreign, Comparative and International Law Special Interest Section, and the Foreign, Comparative and International Law Committee. She was also the co-director of the 1983 AALL Institute on International Law and Business.

Germain is fluent in French, English, and German, so it should come as no surprise that in addition to being active with AALL, she was also very active in several international organizations, including the American Society of International Law, the Global Legal Information Network as treasurer, the International Association of Law Libraries, and the International Federation of Library Associations, where she served as chair of the law libraries section.

In addition to her professional service, Germain also found time to publish. Her book, Germain’s Transnational Law Research: A Guide for Attorneys, was the 1992 recipient of the Joseph L. Andrews Legal Literature Award, which honors excellence in legal literature. She has also been published in several publications, such as the Chicago-Kent Law Review, AALL Spectrum, and Law Library Journal.

In addition to her Joseph L. Andrews Legal Literature Award, she has also been recognized with the Chevalier de la Légion d’Honneur, and was featured in An Oral History of Law Librarianship. Germain has been described as a visionary, an innovative leader, and a distinguished intellectual, making her a worthy recipient of the 2018 Marian Gould Gallagher Award.

Margaret K. Maes, known to many as Margie, began her career in law librarianship as a law firm librarian in Denver, Colorado. Following her time there, she worked at the National Center for State Courts before making the move to Cornell University Law Library. In 1990, Maes started at the University of Minnesota Law Library as the assistant director for Technical Services. It wasn’t long before she was quickly promoted to assistant director for Collections and Technical Services. In 2001, she began her position as associate director for Information Resources at the University of St. Thomas Schoenecker Law Library, where she also served as interim director for about a year. She began her position as the executive director of the Legal Information Preservation Alliance (LIPA) in May 2008.

Maes has been dedicated to librarianship for many years, beginning her memberships with both AALL and the American Library Association in 1975. She has chaired numerous committees, including the Awards Committee, the Committee on Relations with Information Vendors (CRIV), the Special Committee on Ethics, the Strategic Planning Committee, the Long Range Planning Committee, Special Task Force on The CRIV Sheet, the Education Committee, the Nominations Committee, and the Committee on Relations with Publishers and Dealers. She also chaired the Technical Services
Maes also served as AALL President from 1999–2000, and continued to volunteer her time and expertise well beyond the term of her presidency. One unique contribution that she provided to AALL was serving as the Vendor Liaison for five years. In this role, Maes worked closely with AALL members, CRIV, and many legal information vendors to improve the association’s relationships with vendors and to assist in solving any vendor-related issues.

With many articles to her name, Maes has published in many publications and journals, including *AALL Spectrum*, *Law Library Journal*, *Legal Reference Services Quarterly*, and *Library Acquisitions: Practice and Theory*. Similarly, she has presented at the AALL Annual Meeting, the Fall Meeting of the Minnesota Association of Law Libraries, the Southwestern Association of Law Libraries Annual Meeting, and the Annual Meeting for the Southeastern Chapter of the American Association of Law Libraries.

Maes has previously been honored as a recipient of the AALL Hall of Fame Award, two Presidential Certificates of Appreciation from AALL, the Law Librarianship Award for Outstanding Service from the Minnesota Association of Law Libraries, and the Renee D. Chapman Memorial Award for Outstanding Contributions in Technical Services Law Librarianship from the Technical Services Special Interest Section. Being described by a colleague as an “exceptional, creative, and innovative leader” characterizes why she is such a worthy recipient of the 2018 Marian Gould Gallagher Award.

**Victoria K. Trotta**

Victoria K. Trotta, known to us as Tory, is currently the associate dean for the Ross-Blakley Law Library. Trotta has been active in law librarianship for more than 40 years, beginning her career as an acquisitions librarian at the University of Southern California Law Center Library. Moving her way through the ranks, she eventually became assistant director and adjunct professor of law before moving to the state of Arizona in 1988, making the transition to county law librarian, followed by firm librarian.

Trotta returned to academia in August 1996 when she accepted the position of associate director and head of public services for Ross-Blakley Law Library at Arizona State University (ASU). After serving as the interim director for about 18 months, she assumed the role of director of the law library in July 1999, and her current title of associate dean in September 2002.

During her time as a law librarian, she has written several bibliographies, articles, and book chapters. After joining AALL in July 1976, she became an active presenter, speaking at both AALL and the Association of American Law Schools annual meetings. She also served on a panel at the British & Irish Association of Law Librarians, as well as on panels at the Arizona State University College of Law. Her record of professional service is equally as impressive. Trotta served as a member of the Executive Board for the Legal Information Preservation Alliance (LIPA) from 2010–2014. She was also the faculty advisor for the ASU College of Law Moot Court Executive Board. In addition, she has held several chair positions, including chair of the Arizona Depository Library Council in 2010, and co-chair of the Southwestern Association of Law Libraries Local Arrangements Committee for the 2007 AALL Annual Meeting.

As a testament to her dedication to law librarianship, Trotta has previously been honored with the 1997–1998 Arizona Association of Law Libraries Distinguished Service Award. Of particular note is her distinguished service to AALL. Trotta has been an active member of many AALL committees, including the Professional Development Committee, Executive Board Strategic Planning Committee, and the AALLNET Strategic Planning Committee. She has also chaired the Nominations Committee, the Advisory Committee on the Indexing of Periodical Literature, the Private Law Librarians & Information Professionals Special Interest Section (SIS), the Awards Committee, the AALLNET Task Force, the Academic Law Libraries SIS, the Annual Meeting Program Committee, and the AALLNET Committee. She also served as AALL President from 2004–2005.

Trotta is held in high regard by many of her peers. She is often described as outstanding, exemplary, and an expert in the field, and we are honored to recognize her as a 2018 recipient of the Marian Gould Gallagher Award.
AWARD SEASON
Achievements in Legal Literature

Michael Widener & Mark S. Weiner Honored for Law’s Picture Books: The Yale Law Library Collection

The American Association of Law Libraries (AALL) Awards Committee is honored to present the 2018 Joseph L. Andrews Legal Literature Award to Michael Widener and Mark S. Weiner for Law’s Picture Books: The Yale Law Library Collection. Presented annually, the award recognizes authors whose publications have made a significant textual, and in this unique instance, pictorial, contribution in the area of legal literature.

BY JOHN H. DAVEY

Law’s Picture Books: The Yale Law Library Collection, published by Talbot Publishing, is a catalogue companion to a groundbreaking exhibition of the same name, sponsored by Yale Law School’s Lillian Goldman Law Library at the Grolier Club in New York City. As stated in a nomination letter, “It is not a collection of law-related artwork, nor a study of legal iconography. It is a detailed assessment of the role of illustrations in legal literature, and a reflection of innovative collection development by an academic law library. It includes all the genres of professional legal literature—statutes, case law, practitioner manuals, textbooks, treatises, and litigation documents—and a broad range of popular literature about the law.” The book defines how illustrations or images (for example, Lady Justice) bridge the gap between the words or text of legal books and their use and understanding from the fourteenth century to present.

Widener has been the rare book librarian at Yale Law School’s Lillian Goldman Law Library since 2006, after serving for 14 years as head of special collections at the Tarlton Law Library at the University of Texas in Austin. He is also on the faculty of the Rare Book School at the University of Virginia, where he has taught a course on “Law Books: History & Connoisseurship” since 2010. He served as the chair for AALL’s Legal History & Rare Books Special Interest Section from 2012–2013, and has given several talks at conferences on the topic, and in 2017, he delivered a rare books lecture at the University of Melbourne in Australia. In addition to this book, he edited the book Public Services Issues with Rare and Archival Law Materials (Haworth Press, 2001).

Weiner has been a professor of law at Rutgers Law School since 2002, and is an active author and lecturer on legal, historical, and humanistic topics. He holds a JD from Yale Law School, a PhD in American Studies, also from Yale, and an AB in American Studies from Stanford University with honors and distinction. He is the author of The Rule of the Clan: What an Ancient Form of Social Organization Reveals about the Future of Individual Freedom, which received the Grawemeyer Award for Ideas Improving World Order. His book Black Trials: Citizenship from the Beginnings of Slavery to the End of Caste, received the Silver Gavel Award from the American Bar Association, and the Social Science History Association awarded Americans without Law: The Radical Boundaries of Citizenship with the President’s Book Award. He has been a Fulbright Scholar to Iceland and Austria, and this year will serve as Fulbright Uppsala University Distinguished Chair in American Studies in Uppsala, Sweden.

© 2018 by John H. Davey

John H. Davey; Library Manager; Alston & Bird LLP; New York, NY.
Introducing the 2018 Hall of Fame Inductees: George S. Grossman, Joan S. Howland & Sally H. Wise

This year’s inductees to the American Association of Law Libraries (AALL) Hall of Fame include three longtime members of AALL who exemplify significant and long-standing contributions to the profession and the Association. The AALL Hall of Fame inductees will be recognized at the Association Luncheon on Tuesday, July 17, during the AALL Annual Meeting in Baltimore. Members of the Awards Committee are chair Michelle Cosby, Kristina J. Alayan, John H. Davey, Sally Holterhoff, Darcy Kirk, Elaine M. Knecht, and Catherine Lemann. Please join the Awards Committee and the Association in congratulating the 2018 Hall of Fame inductees.

BY ELAINE M. KNECHT

GEORGE S. GROSSMAN

George Grossman began his legal career with the American Bar Foundation, even before he graduated from law school in 1966. In addition, his work in law libraries began before completing his Master of Library Science in 1971. Throughout his career, he has held many positions, including law librarian, library director, and professor of law in Utah, Minnesota, Illinois, and California, and he has influenced law students and lawyers throughout the country as editor of the “Library Highlights” column of the American Bar Association (ABA) Section of Legal Education and Admission to the Bar.

Coming from the technical side of libraries, Grossman’s interests were always forward-thinking. His work consists of titles such as “The Totally On-line Library: Northwestern’s Integrated Library System” (1984–1985) and “Legal Research: Historical Foundations of the Electronic Age” (1994); he also gave a presentation titled “Space Planning and Technology for Academic Law Libraries” (1999). All of these works highlight his ability to peer into the future of law librarianship.

A nominator who worked closely with Grossman for several years said “George personifies the values that attracted me to law librarianship in the first place. He is a meticulous scholar, a generous teacher, a forgiving boss, and an all-around good human being.” This same colleague spoke of Grossman’s concern for social justice. He was a founder of the Contemporary Social Problems Special Interest Section and had a special interest in the rights of Native Americans, publishing extensively on the topic.

While not trained as an architect, he was “widely known as ‘Mr. Law Library Buildings.’ George … developed an expertise that was relied upon by many … He served as building consultant to more than 35 law schools.…” His AALL participation included membership in committees dealing with the preservation and indexing of periodical literature, ethics, and employment practices. For the ABA, he served on the Committee on Law School Facilities and on the Committee on Libraries.

In honor of his varied and important work, it is with great pleasure that we welcome Grossman to the AALL Hall of Fame.
Joan S. Howland is the Roger F. Noreen Professor of Law and associate dean for information and technology at the University of Minnesota Law School. Howland has held prior positions at the University of California (UC) Berkeley, Harvard, and Stanford Law School Libraries. She also teaches American Indian Legal History, a seminar on Magna Carta and the Evolution of Anglo-American Law, and has taught Law and Business.

Her AALL activities are both numerous and extensive: she served as chair of the Education, Scholarship, Diversity, and National Legal Resources Committee, as well as chair for the 1990 AALL Annual Meeting Program Committee in Minneapolis, and as Local Arrangements chair for the 1992 AALL Annual Meeting in San Francisco.

“Joan’s service to the profession and legal education is amazing,” said one nominator. Outside of her work with AALL, she has advanced the causes of law librarianship and legal research with the American Association of Law Schools (she was the recipient of the 2017 Award for Excellence in Legal Education), the American Law Institute, the American Indian Library Association, and the American Bar Association (ABA).

Wise’s 40 years of work in law libraries and on behalf of law librarianship have brought her into contact with a wide range of colleagues. One of those colleagues commended her for sharing her expertise with law schools, law professors, law librarians, educators (through the American Association of Colleges for Teacher Education), lawyers in various states, legal assistants, clerks, magistrates, and CALI (The Center for Computer-Assisted Legal Instruction). She was described by a member of the CALI board as “the Voice of the Law Librarian … always an active and engaged advocate on issues, policies, and projects that effect law libraries.” In addition to her administrative responsibilities, Wise has “taught legal research to decades of law students and has been a leader in helping to define basic competencies in the field.”

AALL has greatly benefited from her activities. She has held positions ranging from member of the Recruiting and Constitution and Bylaws committees, and the Special Committee on Legal Research Competency, to chair of the Law School Research Competency Task Force. She was also chair of the Academic Law Libraries Special Interest Section. She served as an AALL Executive Board member from 2007–2010, and served on the Executive Board Finance & Budget Committee from 2008–2010. She has been active in several regional organizations, including the Dallas Association of Law Libraries and the Mid-America Association of Law Libraries, to name a few. Her expertise has been acknowledged by the American Association of Law Schools and the Postsecondary Education Libraries and Resource Centers of Nebraska.

“Sally’s passion and love for her work is evidenced by the incredible volume of participation, and, more importantly, by the results and influence her involvement made to the outcome.” We are happy to now have her as a member of the AALL Hall of Fame.
How law librarians can use technology to increase efficiency and effectiveness in their day-to-day responsibilities.

BY ELLYSSA KROSKI

Today’s new technology enables librarians to stay organized, plan intriguing events, and even develop their own applications without any specialized knowledge or previous technology experience. By taking advantage of everything that web-based software and apps have to offer, tech-savvy librarians can wow colleagues while increasing their efficiency and effectiveness in their day-to-day work lives. Below are three ways that librarians can become cutting-edge and shake up the status quo.

1. Gather Your Thoughts
There are many free apps available to help you organize your thoughts, brainstorm effectively, and communicate your ideas with others. Lucidchart is an online diagramming application that allows you to create flowcharts, organizational charts, process maps, network diagrams, and more, using templates. Its templates and diagramming tools are excellent for designing large events, creating a website directory of all pages, or visualizing a workflow.

Both Coggle and MindMeister offer free accounts for creating detailed mind maps that will let you express an idea from start to finish, and they can even be used collaboratively. Mind maps are especially useful in project meetings to record all shared ideas and tangential discussions for later analysis.
PBworks is an online and easy-to-use wiki software program that allows users to set up both public and private wiki spaces for free. These can be used for personal brainstorming and to keep track of your ideas, or as a group workspace or DIY (do it yourself) intranet for the library staff. We use one at The New York Law Institute (NYLI) as our staff intranet, I’ve taught classes and workshops using them, and I use one daily to record useful URLs, book and article concepts, and even vacation days used.

Storyboard That is a marvelous, free application that allows you to easily drag and drop background settings, characters, shapes, and more into a storyboard that can be used for planning, instruction, or communication of ideas. Use these storyboards to plan videos as visual aids for instructional screencasts, or even to plan events.

Furthermore, to organize your thoughts, why not automate some of your personal tasks using the IFTTT (If This Then That) app? This app allows you to get uber-organized by setting up applets (absolutely no programming knowledge necessary!) that tell the computer “if this happens, then do that.” For example, you can automatically retweet any tweets based on a Twitter search for “law firm libraries” by turning on an applet, or automatically log and track all of your work hours in a Google Calendar based on your cell phone's GPS location. You can automatically archive all of your tweets to a Google spreadsheet or save all tweets on a specific subject area to a spreadsheet, and much more. There are 100,000 of these processes already set up for you to choose from, plus they are all free.

2. Host a Cutting-Edge Event
Not everything needs to be 100 percent serious with regard to the library. Why not mix it up a little and host an unorthodox event based on new technology or a fun new trend to engage patrons? The New York Law Institute used the free Aurasma application to set up and host an augmented-reality rare books exhibit, which was a big hit with members. The Institute welcomed members to an array of our special collection holdings, such as General George Washington’s copy of
Augmented reality layers appear over rare books using the Aurasma app.

Corbin’s *Le Code Louis XIII*, *The Law Register* of Alexander Hamilton, John Jay’s copy of *The Present Practice of the High Court of Chancery*, and more. As visitors held their devices over these rare treasures, images, text, and videos appeared explaining each in more detail. After seeing just one of these augmented reality layers come to life, visitors couldn’t wait to see more. We found that this was a very engaging way to get our members involved with our collections through a traditional library exhibit married with cutting-edge technology.

The Institute also hosted a Library “Peeps” contest and luncheon this past year where members cleverly placed Peeps candy into judicial scenes with entertaining captions. In spring 2018, we planned and designed an Alexander Hamilton-themed Escape Room, which involved solving riddles and puzzles related to the Founding Father in order to solve the room.

Other ideas for events might include creating a virtual tour of the library using a 360-degree camera, or you could take patrons on a virtual tour of the space using Google Cardboard virtual reality viewers. The sky’s (not) the limit with today’s new technology!

### 3. Build Your Own Apps

Want to create your own app? By using services such as AppyPie or AppMakr, you can create a mobile website or a native Android or iOS app to provide patrons with reference tips and library resources. Choose your theme, add pages, photos, videos, and social media to your app by dragging and dropping elements and following a series of helpful wizards.

You can also modify an already existing and trusted application; the folks at Law Library Management have tweaked the Intuit QuickBase platform into a complete library management system called HOLMES, which they make available to libraries along with their library-specific project management application, PM4Libraries, which provides timelines, task management, and robust reporting capabilities. At NYLI, we worked with the EOSWeb platform to create our Seamless Catalog, which is a one-way union catalog that enables libraries to integrate all of our bibliographic records into their own catalogs, essentially adding an instant 160,000 ebooks to their collection with the flip of a switch. The app/module is free and available to any of our members.

### The Future of Technology

What’s the best way to stay on top of technology news and ensure you find out about new apps that might make your life easier? Keep an eye on blogs such as TechCrunch, Mashable, and Gizmodo, as well as the Tech sections of HuffPost, Business Insider, and American Association of Law Libraries (AALL) daily newsletter KnowItAALL, and follow the hashtags #technology and #tech on Twitter. You could also join the AALL Computing Services Special Interest Section to stay up-to-date on the latest technology for law libraries. Before you know it, you’ll be shaking up the status quo at your own library.

### AALL2go EXTRA


**QUICK LINKS**

**Useful Apps**

- Coggle
  bit.ly/JA18Coggle
- IFTTT (If This Then That)
  bit.ly/JA18IFTTT
- Lucidchart
  bit.ly/JA18Lucid
- MindMeister
  bit.ly/JA18Mind
- PBWorks
  bit.ly/JA18PBworks
- Storyboard That
  bit.ly/JA18Story

**ELYSSA KROSKI**

DIRECTOR OF INFORMATION TECHNOLOGY

The New York Law Institute
New York, NY
ekroski@nyli.org

**Ellyssa Kroski** is the director of information technology at the New York Law Institute, as well as an award-winning editor and author of 36 books, including *Law Librarianship in the Digital Age*, for which she won AALL’s 2014 Joseph L. Andrews Legal Literature Award. Her 10-book technology series, *The Tech Set*, won ALA’s Best Book in Library Literature Award in 2011. She is a librarian, an adjunct faculty member at Drexel and San Jose State University, and an international conference speaker. She has just been named the winner of the 2017 Library Hi Tech Award from ALA/LITA for her long-term contributions in the area of library and information science technology and its application.
Darts-ip on the Need for Global Information on IP Cases

In the early 2000s, attorney Jean-Jo Evrard, a lawyer practicing in Brussels and Paris, was frustrated to find that a centralized record of European trademark case law didn’t seem to exist—so he created one and began adding cases from courts around the continent.

In 2006, after a group of four serial entrepreneurs offered to invest time and resources to grow the project, Evrard’s collection began being offered to European attorneys as the Darts-ip trademark case law database.

In 2010 and 2011, Darts-ip expanded its content to include cases from the U.S. and China. Today, the privately held company covers all types of intellectual property cases, most notably patents, in addition to trademark case law.

We recently spoke with Darts-ip partners Guillaume van Rijckevorsel and Evrard van Zuylen about the database’s development, litigation’s increasingly global reach, and the distinct challenges involved in obtaining case-related information in different jurisdictions.

What type of value proposition does Darts-ip offer its customers?
Guillaume van Rijckevorsel: Darts-ip is quite unique. We not only built the largest and most complete collection of information on intellectual property cases, but also made sure you could search through it quickly and easily to find relevant case law on a worldwide scale.

How do you collect content from different countries?
Van Rijckevorsel: In the U.S., you can go on PACER and have access to almost any court document—affidavits, scheduling orders, opinions—online for a very reasonable price. It costs $10 cents a page.

The company’s database contains more than three million intellectual property cases from around the world and is used by organizations in a number of industries.
Evrard van Zuylen: Access to data outside of the U.S. is a big challenge. U.S. lawyers working on a U.S. case that overlaps with legal activity in China or Germany, for example, don’t know where to start. Every country has its own process for data collection, and obtaining information often entails having good knowledge about local procedures and doing a lot of manual work; we scan documents by the thousands. In some countries, we go to the courthouse on a weekly basis to get copies of the latest decisions, and in other courts, the number of cases you can look at per hour may be limited. This requires people on the ground.

When we start in a new country, the first thing we do is meet with lawyers and judges; some might say, “You can view decisions here, but for privacy reasons, the name of the person has to be removed from the text.” It might take a couple of months to understand how it works.

Van Rijckevorsel: The real secret to our success is the capability to painstakingly navigate these obstacles to get that information.

Which country did you add most recently to the database?
Van Rijckevorsel: We’re adding, as we speak, several African countries and intellectual property offices—some of our corporate customers wanted to get access to the trademark case information there.

Who are your primary customers?
Van Zuylen: In the very beginning, it was mainly law firms, since initially we focused on decisions. Now it’s roughly 45 percent law firms, 45 percent corporations, and the final 10 percent are typically judges and authorities. However, authorities worldwide increasingly use the system to have access to case law or search their own decisions.

Are legal industry members in the U.S. one of your larger customer groups?
Van Rijckevorsel: The U.S. is, by far, the fastest growing user base, although historically, our biggest user base has been Europe. Entering the U.S. market has inspired us to improve our application to match the needs of U.S.-based users, who have a slightly different perspective than Europeans.

How do U.S. customers tend to use your database?
Van Rijckevorsel: Our platform is becoming a reference for an ever-increasing number of organizations researching IP litigation worldwide. Darts-ip provides search results on a worldwide scale; while with a U.S.-centric system, you’d only have access to U.S. cases.

On the trademark side, our platform allows you to execute trademark-specific searches—for example, finding cases based on a specific comparison of goods and services or trademarks. These are incredibly useful search functionalities that associates at law firms can leverage to prepare any cases or discussions they have in a prosecution or litigation context.

How has the database changed since its launch?
Van Zuylen: We decided in the beginning to focus our resources on data collection. Our next goal was to do more with the data we have, which, by no coincidence, is the direction our users are pushing us. For example, four or five years ago, some patent users said it would be really nice to be able to track litigation for a given drug. We decided to first do it for the U.S., and then expanded globally. I would say 90 percent of our product changes come from user feedback.

In the beginning, we focused primarily on opinions and decisions from judges; yet over time, we realized people were also interested in complaints and other information. We started to collect that, as well. We now try to have information documenting the whole life cycle of a case. It brings much broader content to our users.

One of the big projects we’re working on now is redesigning our interface to
make it even more user-friendly and provide easier access to data. We started the project at the beginning of 2018, and it will be released later this year.

Has the company responded to changes in technology over the years in any other ways?

Van Zuylen: In 2013, we invested heavily in machine learning, which had a huge impact on the speed at which we can process data, as well as the volume. Without that, it would be impossible to be global; there's too much data.

A couple of years ago, we started seeking partnerships to further diversify the channels through which users could access our data. We began with a trademark partnership with Corsearch; we recently announced a partnership with Questel, one of the leading patent searching and business intelligence platforms.

Through our discussions on patent searching platforms, we realized that a lot of users are searching the database to find patents but are missing important litigation information. We said, “Why don’t we integrate with more systems, so they have a seamless experience?”

We have also made our data available on Google Patents. Users can run a Google search; if there is any litigation involving that patent family, a link to our platform appears. By clicking on it, you immediately access a litigation summary for that patent family.

When did you begin offering reports and analytic insight information to customers?

Van Zuylen: The idea to be able to deliver reports and insights for corporations and others on patent and trademark legal points was something clients started requesting two to three years ago.

Subscribers can ask us to generate a specific report on a topic or company; there is an additional cost for the service. Some users like to have a summary of the situation but can’t read decisions in French, Japanese, or another language, so they ask us for a report with a quick overview. To ensure the spirit of the local law is respected, we have legal analysts—people with law degrees—all around the world who analyze the decisions.

How do law librarians use the Darts-ip database?

Van Rijckevorsel: We see it becoming an increasingly go-to platform for global IP litigation information because with one search, you can have a global scope. It simplifies the life of law librarians. We typically see them use it when they have to research cases for a specific patent in the U.S. or abroad, or profile a certain company.

Have law librarians or other legal industry members been involved in the development of any Darts-ip products over the years?

Van Rijckevorsel: Yes. Over the almost four years I was in the U.S. to launch the commercial Darts-ip effort, I was in regular contact with our users, a lot of whom are law librarians. They come up with ideas, and we feed that through the development process to improve the product. As a matter of fact, a few years ago, one of those law librarian users suggested that we consider some kind of integration with Corsearch. Fast-forward a few years; the partnership is live.

Do any customers from industries outside of the legal sector use your database?

Van Zuylen: Insurance companies are starting to realize they can obtain much better insight into risk from companies’ patents, so they’ve begun to investigate the data we have. The financial world is also starting to have an interest in information about patents that could be at risk. In insurance, it’s because you see record settlement amounts. It’s a good business practice to try and insurable against these kind of risks; to price an insurance premium, insurance companies like to know how much potential risks may cost.

Van Rijckevorsel: We have also seen a lot of financial players buying patents and monetizing them. The financial world is starting to see patents as an asset, and when you make deals, you have to understand what an asset is worth.

Van Zuylen: Ten years ago, they didn’t have access to litigation data details. By making this data available, we’ve opened new possibilities.

How do you think the legal information landscape will change in the future?

Van Zuylen: I believe data is becoming a commodity—that’s why it’s so important to add value to it. Ten years ago, people were happy to just access a decision; now they want information on trends, or to perform a targeted search across several countries. Increasingly, people want to have a global overview.

I’ve been here from day one, and I’ve seen how much everything now is correlated. I did not expect that 10 years ago. It is astounding to see the increasing interconnectedness of cases around the world.

Van Rijckevorsel: I, too, see a real globalization of IP litigation—patent, but also trademark cases. U.S. cases only represent approximately 15 to 20 percent of global litigation activity—you have to look beyond it to be thorough. When working on an IP case, it is too risky to limit your search to one region; you have to go global.

__________________________

DARTS-IP FACTS

Year founded: 2006

Company Size: 220 people

Headquarters: Brussels, Belgium

Primary offices: In the U.S., Germany, India, and Hong Kong

Database content: Intellectual property cases involving trademarks, patents, domain names, design and models, and copyright issues; the company plans to add unfair competition cases soon.

__________________________

Do any customers from industries outside of the legal sector use your database?

Van Zuylen: Insurance companies are starting to realize they can obtain much better insight into risk from companies’ patents, so they’ve begun to investigate the data we have. The financial world is also starting to have an interest in information about patents that could be at risk. In insurance, it’s because you see record settlement amounts. It’s a good business practice to try and insurable against these kind of risks; to price an insurance premium, insurance companies like to know how much potential risks may cost.

Van Rijckevorsel: We have also seen a lot of financial players buying patents and monetizing them. The financial world is starting to see patents as an asset, and when you make deals, you have to understand what an asset is worth.

Van Zuylen: Ten years ago, they didn’t have access to litigation data details. By making this data available, we’ve opened new possibilities.

How do you think the legal information landscape will change in the future?

Van Zuylen: I believe data is becoming a commodity—that’s why it’s so important to add value to it. Ten years ago, people were happy to just access a decision; now they want information on trends, or to perform a targeted search across several countries. Increasingly, people want to have a global overview.

I’ve been here from day one, and I’ve seen how much everything now is correlated. I did not expect that 10 years ago. It is astounding to see the increasing interconnectedness of cases around the world.

Van Rijckevorsel: I, too, see a real globalization of IP litigation—patent, but also trademark cases. U.S. cases only represent approximately 15 to 20 percent of global litigation activity—you have to look beyond it to be thorough. When working on an IP case, it is too risky to limit your search to one region; you have to go global.

__________________________
REFERENCE DESK

Navigating the AALL Annual Meeting

BY LIZ McCURRY JOHNSON, DOLLY M. KNIGHT & MARIBEL NASH

You’ve made your case to your boss and have been granted permission to attend the AALL Annual Meeting, now what? With a plethora of educational programs, vendor sessions, and chapter and special interest section (SIS) meetings, as well as library tours, the options can seem overwhelming. In this issue, our Reference Desk columnists tackle AALL Annual Meeting prep and help you plan to make sure you get the most out of attendance.
Q

What’s your advice for getting the most out of the AALL Annual Meeting this year in Baltimore?

DOLLY: It’s conference season again! Last year, the AALL conference app was a real lifesaver for me; not only did it remind me of sessions I wanted to attend, it also sent out helpful notifications, such as when there was food in the exhibit hall. That alone made it a worthy addition to my conference routine, and I highly recommend downloading it before heading to Baltimore.

I always like to encourage people to participate in the conference via Twitter. If you don’t ordinarily tweet, it can seem strange and can take a little while to get into the groove of things, but the beauty and pain of Twitter is in its simplicity: sign up, create a username, add a picture, and start tweeting. (It’s so simple, even a reality show star can do it!)

I use the regular old Twitter app to send tweets from my phone, but there are other apps like Tweetbot that improve the overall Twitter experience. However, in using Twitter, you can keep up with sessions you can’t attend as others live-tweet meaningful information and quotes (and, when you’re ready, you can live-tweet events yourself!); discuss sessions and events with attendees and presenters; and make new friends, which can really help if you’re attending solo or are new to the conference. This year’s hashtag is #AALL18, and you don’t have to wait until July to send out an opening, “Hey, who’s attending #AALL18 this year?”

As I’ve transitioned over to a new position at a public library, I won’t be making it to Baltimore this year, but please have a cognac for me.

LIZ: AALL Annual Meeting time is always fun and exhilarating; however it can be a bit daunting or routinized. So, how do I get in the groove of conferencing? First, I get the lay of the land and highlight everything that I possibly want to go to and see. I add it all to my calendar, then I start deleting by priority. I ask myself, are there other things I want to do while I am there that are not listed in the program? Am I going to use any of this time to network with other librarians in a more casual way? Also, I consider downtime. For my fellow introverts out there, scheduling time to go recharge is extremely important. While you are deleting engagements on your calendar, make sure you add in quiet time. And lastly, I also try to schedule at least one program that is completely out of

The 111th AALL Annual Meeting & Conference takes place July 14–17 in Baltimore.
my expertise. In previous years, I have attended sessions on MARC (Machine-Readable Cataloging) records and RDA (Resource, Description and Access); something that I normally have zero contact with in my daily librarian life, outside the online catalog. Have fun, meet people, schedule alone time, and try something new.

MARIBEL: In addition to navigating the AALL Annual Meeting to get the most impact for yourself and your staff, library managers should also focus on the bigger picture—how to make the biggest impact on the organization rather than on any one individual. For insight on how a manager should approach the AALL Annual Meeting, I spoke with Cornell Winston, law librarian and records center supervisor at the U.S. Attorney’s Office in Los Angeles, former AALL Board Member, and AALL Annual Meeting guru to many members. Cornell offered tips for making the most out of the AALL Annual Meeting:

To start, don’t just think of the benefits of attending as an individual, as much as thinking about how your attendance can benefit your organization. As budgets tighten, employers are increasingly scrutinizing the $1,600 to $1,700 per person being spent to send staff to the conference. Coordinate with your colleagues to ensure that everyone is taking advantage of the professional education and networking opportunities in order to demonstrate a high return on investment. Have attendees report back on their experience so that your entire staff can benefit in some way from the AALL Annual Meeting.

Make sure that individual staff members do not group together. Encourage your colleagues to spread out and attend different programs. Out of 70-plus programs, there should be enough in every time slot to give everyone something interesting to learn.

That said, if you work in a large organization and the AALL Annual Meeting is a rare opportunity for colleagues in the same organization to meet in person, find a time for your entire staff to get together and meet, even if it’s just for 20 to 30 minutes. Putting a face to a name or a voice can be transformative for a working relationship. Colleagues from different offices can form connections and brainstorm ideas for navigating common problems and issues.

Encourage your colleagues to explore outside your organization’s library type. For example, a law firm librarian might attend a few academic programs to find out more about what and how incoming summer associates or new associates are learning. Have staff look at the meeting program with a futuristic eye to flag sessions that will benefit your library and organization in less obvious ways.

Be creative and also look outside of the AALL Annual Meeting programs to find other networking opportunities for yourself and your colleagues. SIS programs and vendor sessions can serve as valuable venues to take a more global look at issues other librarians and libraries are dealing with, and how they are navigating through them.

Feel free to write us with your own tips and tricks for navigating the AALL Annual Meeting, both as an attendee and as a library manager. We hope to see you in Baltimore!
More AALL members will be able to reach their educational goals through the LexisNexis/John R. Johnson Memorial Scholarship. This award is named for a LexisNexis visionary who strongly believed in the value of law librarians and their potential.

CONGRATULATIONS TO THE FOLLOWING
LEXISNEXIS/JOHN R. JOHNSON MEMORIAL SCHOLARSHIP RECIPIENTS:

Traci Emerson
Jeannine Linnane
Pearl McCrea
Cara Sitton
Kristopher Turner

Our special thanks and appreciation go to LexisNexis for establishing this unique relationship with AALL and for maintaining these educational traditions.

Learn more about LexisNexis® librarian resources
LEXISNEXIS.COM/INFOPRO
AALL held its 2018 Leadership Academy April 13-14 in Oakbrook, Illinois. The Academy, featuring sought-after leadership facilitators Gail Johnson and Pam Parr, is designed to equip law librarians with essential leadership skills and strategies to handle challenges at the early stages of their careers. During this intensive two-day course, participants learned how to build core leadership competencies while networking with other legal information professionals.

During a follow-up survey, participants indicated best practices they learned and planned to implement at their own institutions. Here are the highlights:

- Apply step-by-step strategies for having difficult conversations
- Apply more effective team meetings/communication
- Identify motivators and bring teams together
- Use motivational leadership techniques
- Utilize communication styles with teams at work
- Work on developing skills to move into leadership positions
- Identify core leadership values and effective communication for providing quality feedback

The AALL Leadership Academy gave me the opportunity to learn invaluable leadership strategies while discussing the unique challenges of our industry in a group of peers. Perhaps most importantly, I walked away having assessed and ranked my personal values—the recognition of which guides my behavior as a leader and as a person. I feel more prepared to manage teams, address future conflicts, and grow my contribution to the profession thanks to the time I spent at the Academy.
WEST ACADEMIC DIGITAL COLLECTIONS

WEST ACADEMIC STUDY AIDS

For law school libraries
A comprehensive digital collection of study aids, treatises, skills-based titles and audio lectures designed to help students succeed in law school and prepare them for practice. Now available with a mobile app so students can study anywhere.

Learn more at store.westacademic.com/schoolsub.

WEST ACADEMIC REFERENCE COLLECTION

For law firms and government entities
A digital collection of Hornbooks® and Nutshells® for law firms and government entities that provides legal insight and analysis with access to more than 200 digital overviews and treatises.

Learn more at store.westacademic.com/reference.

Stop by the West Academic booth (#624) for a live demo and to learn more about our product offerings.

The West Academic Library App is available for FREE on the Apple App Store or Google Play.
Tax Notes content is leaving LexisNexis

Farrah Hudson
Account Executive,
Higher Education

With implementation of the Tax Cuts and Jobs Act underway, our detailed, comprehensive coverage of tax administration and tax policy is needed more than ever. The Tax Notes platform offers great flexibility, with options to tailor and filter the tax-related information you choose to receive.

We want to ensure that professors, students, and all others in higher education continue to receive Tax Notes. Farrah is happy to help with subscription packages that fit your budget and needs.

To ensure there is no gap in access, please contact Farrah today:
(703) 533-4452 or farrah.hudson@taxanalysts.org.

You can’t teach tax without Tax Notes.