SHEDDING LIGHT ON
LEGAL RESEARCH
ACCESSIBILITY ISSUES
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Unbelievably, January 2019 marks 20 years since I began my first job as a fully credentialed law librarian. Time really does fly when you are having fun, and I have definitely been having fun. Law librarianship is my second career and I know firsthand how scary professional change can be. Ultimately, however, I feel lucky to have found a profession that I continue to love.

Then again, you do not have to switch professions to make a change. What are your professional goals for the new year, or the next five years? What new skills and knowledge do you want to acquire? Do you want to move into a new position, or is it time to start thinking about a retirement plan? Whatever it is, now is a great time for reflection, goal setting, and planning.

Happy New Year! Unbelievably, January 2019 marks 20 years since I began my first job as a fully credentialed law librarian. Time really does fly when you are having fun, and I have definitely been having fun. Law librarianship is my second career and I know firsthand how scary professional change can be. Ultimately, however, I feel lucky to have found a profession that I continue to love.

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I am excited to kick off 2019 with a special issue on accessibility. Librarians focus on helping people find information, hopefully in a way that is most useful to them. Our respective user groups vary by type of institution and mission. However, we likely all have patrons who find it harder to access information for a whole host of reasons, such as older buildings that present mobility challenges and electronic resources whose use is visually driven. And we must address the needs of patrons with mental health issues, who might experience a wide range of difficulties accessing information. These are only a few examples of the barriers our patrons typically face.

Very soon after I started my first law librarian job, I was tasked with teaching a blind student how to use Lexis and Westlaw using JAWS, a screen reader. It was a very enlightening experience for me because I had never used this type of technology or even thought about how I would describe doing research in an electronic system to someone who cannot see. I don’t have perfect solutions to these issues, but that experience continues to influence how I think about web design, teaching electronic resources, and a myriad of other issues. If you have access to screen reader technology, I recommend trying to search an electronic database or website with your screen turned off.

I hope that you find something in this issue that helps you solve a current problem or reframe how you provide a resource or service to mitigate accessibility barriers. The new year is often a time of change. Create change for yourself through achievable goals and action plans. Create change for your users through improved services and access to resources. 

Kristina L. Niedringhaus
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“Hope that in this year to come, you make mistakes. Because if you are making mistakes, then you are making new things, trying new things, learning, living, pushing yourself, changing yourself, changing your world. You’re doing things you’ve never done before, and more importantly, you’re Doing Something.” Neil Gaiman
A closer look at legal research accessibility issues for students.

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MLDA recipients discuss their careers and experiences since winning this prestigious award.
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Why states should comply with the Americans with Disabilities Act by eliminating intrusive mental health questions.
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BoK DOMAINS KEY
- Professionalism + Leadership At Every Level
- Research + Analysis
- Information Management
- Teaching + Training
- Marketing + Outreach
- Management + Business Acumen
TALKING TECH
Our inaugural technology column focuses on how law firm librarians are combining innovation and technology for real change. 
BY KATHERINE M. LOWRY

TRENDING
Library Accessibility—tips and suggestions for making your library space more welcoming and useful for all patrons.

MEMBER PROFILE
Meet Zanada Joyner, faculty services librarian at the North Carolina Central University School of Law Library in Durham, North Carolina.

NEWS & NOTES
AALL Executive Board voting results, fall meeting Executive Board actions, AALL Spectrum editor search, AALL Nominations Committee seeks candidates, and notable 2019 dates.

SHELF LIFE
What book or resource has helped you provide services or materials to those with physical disabilities or mental health issues?

LEADER PROFILE
Kenneth (Ken) J. Hirsh discusses innovation within the field of technology, the future of legal tech, and how his involvement in AALL has contributed to both his career and personal life.

ASK A DIRECTOR
How has your organization implemented workplace accessibility and support for individuals with disabilities? Advice from Bonnie Shucha & Lorelle Anderson.
If retirement is in the near future, but you want to stay connected to your friends and colleagues as well as the legal community, consider the Sustaining Member payment option. For a one-time renewal rate of $425*, continue enjoying all the benefits of membership:

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- Publications
- Leadership Opportunities
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- Advocacy

* Does not include SIS memberships

DID YOU KNOW?
AALL’s Encore Caucus was created as a way for retired members to continue to collaborate with members of the profession, share common interests, and further personal and professional activities. Learn more at bit.ly/AALLencore.

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Over the next few months, I will highlight accomplishments that fall under the three key goals and pillars of the current plan: Knowledge, Community, and Leadership. I’ll first address Knowledge, drawing from the stated goal in our Strategic Directions: “[T]o be the profession’s hub of information, the authority and creator, conduit, and co-collaborator of industry information. To liberate resources from silos and make them available to all members.”

Law librarians and legal information professionals bring creative solutions and leadership models to their organizations on a daily basis; most of them go unheralded because they are not propelled onto a grander stage. To this end, we were effective during the past two AALL Annual Meetings in showcasing successful and inspirational innovation tournaments that demonstrated the ingenuity of members of our profession. However, we are not stopping with once-a-year tournaments featuring the work of a few of our members: we will also provide opportunities for more members to develop and foster a culture of innovation in the workplace through a new, two-day AALL Innovation Bootcamp coming April 25-26.

Our newly released Body of Knowledge (BoK) shows us how to be “OK” professionally through an understanding of the scope of our professional expertise, particularly “the competencies and skills that define the core skills necessary for legal information professionals to be successful.” You can delve more into the BoK on AALLNET and use it as a blueprint for career development to benchmark skills in your organization and even create job descriptions. In their feature piece “The Minority Leadership Development Award Effect,” authors Alex Berrio Matamoros and Clanitra Stewart Nejdl note that “the introduction of AALL’s Body of Knowledge (BoK), with its ‘Professionalism + Leadership at Every Level’ domain, promises to be a helpful resource for leadership development for all of the Association’s members.”

I challenge you to reach for new or even old goals this new year and to use your past accomplishments for encouragement. Best wishes for an inspiring and high-achieving 2019!

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1. Washington, DC, is home to some of the most notable museums in the world, many of which are also free. All 19 Smithsonian Museums—from the Air and Space Museum to the Museum of Natural History—offer an unforgettable experience.

2. Visit the Library of Congress, the largest library in the world, with its collection of more than 160,000,000 objects, including 6,000 books originally owned by Thomas Jefferson.

3. Make your voice heard during AALL Day on the Hill, Friday, July 12. Join your colleagues for a full-day of advocacy training and lobbying to champion legal information and the profession.

4. Take a tour of the iconic White House. Be sure to plan and make requests well in advance.

5. Experience Arlington National Cemetery, where more than 250,000 men and women who served in the U.S. Military have been laid to rest.

6. Average high temperatures in July range from the mid to high 80s.

7. When it comes to American history, DC is where it all comes together. See it all—from monuments and memorials—on the Old Town Trolley Tour!

8. Bring your appetite! With more than 2,100 restaurants in the area, the DC dining scene is as colorful and eclectic as America itself. From crave-worthy dishes served by celebrity chefs to chili-smothered half-smokes served at a diner, DC’s local flavor has one thing in common: it’s all delicious.

9. No matter what you’re shopping for, with its enormous variety of stores, boutiques, gift shops, and malls, DC is a premier shopping destination.

10. With its ample sidewalks, abundant public parks, and miles of panoramic trails, DC is an extremely exercise-friendly destination. Rock Creek Park, in Northwest DC, is a 2,000-acre park and urban oasis with 32 miles of trails for hiking and plenty of paved roads for biking. You can even go for a horseback ride!

**FUN FACTS**
- A sculpted head of Darth Vader adorns the National Cathedral. Bring binoculars and check him out in the northwest tower.
- There are elevators in the Capitol Building that are off limits; this is because they are reserved for Senators.
- There is a crypt under the Capital Building that was made for George Washington.
- Woodrow Wilson is the only U.S. President to be buried in DC at Washington National Cathedral.
In her blog *Library Accessibility*, Emma Olmstead-Rumsey, branch manager at the North Oak Cliff Branch Library of the Dallas Public Library, aims to help library workers make their spaces and services friendlier and easier to use. Her blog takes a broad view of those who might experience barriers, addressing not just access for people with physical disabilities, but also access for people with cognitive disabilities, people who speak a minority language, and more. Here, she shares tips and suggestions for making your library space more welcoming and useful for the widest range of patrons possible.

**BASIC DESIGN PRINCIPLES**
- Ramps, automatic doors, variable-height counters, and doorless restrooms
- Large-print keyboards
- Pictograms (to replace the need to include multiple written languages on a sign)
- Desktop icon for the built-in Ease of Access Center on your Windows-based public computers

**ADDITIONAL STEPS TO IMPROVING ACCESSIBILITY**
- Drop gender categories [e.g., “male,” “female”] from your patron records, or add “other” or “prefer not to say.”
- Make sure your marketing materials don’t assume all users know how a library works.
- Review policies and guidelines to make sure they make accommodations for those with disabilities, and don’t use outdated language.
- Make sure that any video clips you use have transcripts and that any images on your website have alt text.
- Provide instruction in a variety of formats (verbal, written, visual, interactive).
- Provide a copy or summary of your presentation, ideally in electronic format.

**FIND FACILITATORS IN YOUR ORGANIZATION, EXAMPLES:**
- Office of Institutional Equity and Diversity—Brown University
- disAbility Employee Resource Group—Microsoft
- Inclusion & Diversity Office—Brookhaven National Laboratory
- Office of the Chief Diversity and Inclusion Officer—City of Philadelphia
- The AccessAbility Center—City College of New York
- Office of Disability Inclusion—JPMorgan Chase & Co.
- Equity, Diversity and Inclusion Services—City and County of San Francisco
- Office of Accessibility Services—Emory University

Content contributed by Emma Olmstead-Rumsey (Branch Manager at the North Oak Cliff Branch Library of the Dallas Public Library).

For additional information on tackling accessibility issues, view Emma’s blog at bit.ly/JF19Accessibility.

**BARRIERS TO ACCESS BY THE NUMBERS**
- Approximately 13% of Americans have a disability. (American Communities Survey [ACS], 2016)
- In 4 out of 5 of the largest American metropolitan areas, more than one quarter of residents speak a language other than English at home. (U.S. Census, based on ACS data collected 2009-2013)
- 67% of white Americans say it would be “very easy” for them to visit a public library. That number drops to approximately 60% for black Americans and for U.S.-born Hispanic Americans, and to 33% for foreign-born Hispanic Americans. (2015 Pew survey)
MEMBER PROFILE

ZANADA JOYNER

- FACULTY SERVICES LIBRARIAN
- NORTH CAROLINA CENTRAL UNIVERSITY SCHOOL OF LAW LIBRARY
- DURHAM, NC

IF YOU COULD HAVE ANY SUPERPOWER, WHAT WOULD IT BE AND WHY?
Omnilingualism. Can you imagine all the conversations I’m missing out on?

WHAT'S YOUR GREATEST ACHIEVEMENT AND HOW HAS IT SHAPED YOU?
Winning the 2018 AALL Minority Leadership Development Award. To be recognized by such talented professionals motivates me to seek growth opportunities in librarianship.

ADVICE TO YOUR 20-YEAR-OLD SELF?
Stop where you are now! Adulting is hard, avoid it for as long as you can.

THREE GOALS FOR THE YEAR?
- Get stronger (both physically and mentally)
- Restart my gratitude journal
- Be more giving of my time

WHAT INSPIRES YOU MOST?
When you’ve been able to help a student get what they need to succeed.
Florio, Winston, Janoski-Haehlen, and Sowards Elected to AALL Executive Board

AALL welcomes its newest Executive Board members, who will officially take office in July 2019. Thank you to all of the Executive Board candidates and to everyone who took time to vote in the election.

EMILY R. FLORIO, director of research and information services at Finnegan, Henderson, Farabow, Garrett & Dunner, LLP in Washington, DC, was elected vice president/president-elect for 2019-2020. She will assume the presidency at the conclusion of the 2020 AALL Annual Meeting in New Orleans.

CORNELL H. WINSTON, law librarian/records center supervisor at the United States Attorney’s Office in Los Angeles, California, was elected to a three-year term as treasurer. He will serve from July 2019 to July 2022.

EMILY M. JANOSKI-HAEHLEN, associate dean of academic affairs & institutional excellence and director of the law library at the University of Akron in Akron, Ohio, was elected to a three-year term on the Executive Board. She will serve from July 2019 to July 2022.

JASON R. SOWARDS, law librarian and director at the Nevada Supreme Court Law Library in Carson City, Nevada, was elected to a three-year term on the Executive Board. He will serve from July 2019 to July 2022.

AALL Executive Board Actions

On November 2, the AALL Executive Board met in Chicago and took the following actions:

- Approved the report and recommendations of the George A. Strait Scholarship & Fellows Committee (TAB 1).
- Approved the appointment for three-year terms of AALL liaisons to serve as members of the American Library Association (ALA) Library Metadata Policy Committees (TAB 2).
- Approved the recommendation of creating the AALL/Bloomberg Law Continuing Education Grant Awards Jury and a new charge to administer the grant award process (TAB 5).
- Approved the Volunteer Service Award revised selection criteria (TAB 6).
- Approved the creation and establishment of a new donation fund to support cataloging liaisons (TAB 8).
- Approved the minutes of the July 11-12, 2018 Executive Board meeting and the September 20, 2018 Executive Board conference call (TAB 14).

The Board tabled a request to approve the Academic Law Libraries Special Interest Section (ALL-SIS) endorsement of ALLStAR. The Board requested that AALL staff checks with legal counsel on implications for endorsement of products (TAB 7).

The Executive Board book and related materials are available on AALLNET at bit.ly/AALL1118.

AALL Spectrum Editor Search

AALL Spectrum Editor Kristina L. Niedringhaus has notified AALL that she will end her term as Editor in July 2019 with the completion of volume 23. In preparation for her departure, AALL is conducting a search for the next Editor—a volunteer position. The appointment has a three-year term and is renewable.

The Editor leads the AALL Spectrum Editorial Board members, who serve as a group of advisers, to help shape, solicit, review, and select content for each issue of the magazine. The Editor will set up monthly meetings to discuss upcoming issues and along with the Editorial Board, will come up with topics (related to the issue theme) on current and emerging trends that will be of interest to members (in all three areas of government, private, and academic law libraries). The Editor will also identify possible authors, chapters, or special interest sections to be reached out to. The goal is to publish content that will support AALL members in their work as legal information professionals.

Applications will be accepted until February 15, and interviews will be conducted via conference call at the end of February. To help with the transition, the candidate selected will sit on the remaining conference calls for volume 23, working with Niedringhaus and the Editorial Board until July 2019.

View the complete job description at bit.ly/SpecEditor. To apply, please send your cover letter and resume to AALL Publications Manager Heather Haemker at hhaemker@aall.org.
NEWS & NOTES

AALL Nominations Committee Seeks Candidates for Office

The AALL Nominations Committee selects the candidates for the Executive Board elections. This spring, the seven-member committee will present to the membership a slate of candidates for the 2019 election. They will choose two candidates for the position of vice president/president-elect (2020-2021), two candidates for the position of Secretary (2020-2023), and four candidates for two open seats on the Executive Board (2020-2023).

In accordance with its charge, the committee must choose candidates who reflect the diversity of AALL’s membership, thus ensuring the members of the Executive Board represent a balance of library types, geographic locations, genders, and minorities.

For the 2019 elections, ballots will be distributed electronically to all voting members of the Association in October. The ballots will be tabulated at AALL Headquarters at the beginning of November and election results will be announced immediately.

To nominate yourself or an AALL colleague, access the nomination forms on AALLNET at bit.ly/EB-nominations. Nominations must be submitted by March 4, 2019.

2019 CALENDAR

JANUARY

29-31 AALL @ Legaltech

FEBRUARY

01 AALL Awards Program nominations due for:
  - Marian Gould Gallagher Distinguished Service Award
  - Joseph L. Andrews Legal Literature Award
  - Hall of Fame Award
  - Emerging Leader Award
  - Excellence in Community Engagement Award
  - Innovations in Technology Award
  - Minority Leadership Development Award
  - New Product Award
  - Public Access to Government Information Award
  - Robert L. Oakley Advocacy Award
  - Volunteer Service Award

08 New Orleans Association of Law Librarians Annual Meeting

21 Law Library Association of Maryland Annual Meeting

MARCH

01 AALL/LexisNexis Call for Papers Award submissions due [open, new member, and short divisions]; Student submissions due May 16

04 AALL Executive Board nominations due

08-09 AALL Winter Finance and Budget Committee Meeting

19 Continuing Professional Education Program Grant proposal deadline

21-23 Southeastern Chapter of the American Association of Law Libraries Institute, Conference, and Annual Meeting

22 Northern California Association of Law Libraries Spring Institute

28-30 AALL Management Institute

APRIL

01 AALL Annual Meeting grant applications due

04-06 AALL Spring Executive Board Meeting

25-26 AALL Innovation Bootcamp: Add+Venture Initiative

MAY

16 AALL/LexisNexis Call for Papers Award submissions due (student division)

JUNE

06 Law Library Association of Greater New York Annual Meeting

JULY

11 AALL Executive Board Summer Meeting

12 AALL Day on the Hill: Advocacy Training & Lobby Day, Washington, DC

13-16 112th AALL Annual Meeting & Conference, Washington, DC

QUICK LINKS

AALL ANNUAL MEETING
bit.ly/AALL2019

AALL AWARDS
bit.ly/AALL-awards

AALL/LEXISNEXIS CALL FOR PAPERS
bit.ly/AALL-callforpapers

AALL MANAGEMENT INSTITUTE
bit.ly/AALL-mi

AALL SCHOLARSHIPS
bit.ly/AALL-scholarships
What book or resource has helped you provide services or materials to those with physical disabilities or mental health issues?

1. **STILL ALICE** by Lisa Genova (Pocket Books; Media Tie-in edition; January 6, 2009).
   "When providing reference assistance to someone with a disability, it is essential to look at the situation from their point of view. Looking through their lens allows me to be empathetic and communicate mindfully with them. Still Alice, the fictional story of Alice Howland, takes you from her early episodes of forgetfulness through her diagnosis of early-onset Alzheimer’s. Her denial, coping strategies, and decline into an alternate world was eye-opening. Far too many of our patrons have dementia or other cognitive disorders. Our ability to recognize their challenges and approach their questions with compassion increases the odds of a successful reference outcome. Alice’s journey helped me to identify potential impairments and communicate in a way the patron can manage."
   Catherine McGuire; Head of Reference & Outreach; Maryland State Law Library; Annapolis, Maryland

2. **"THE SPOON THEORY,"** by Christine Miserandino ([www.butyoudontlooksick.com](http://www.butyoudontlooksick.com)). "Spoon theory” describes how people with chronic illness and mental health issues manage their lives. But why spoons? I wondered if it referred to that famous line from "The Love Song of J. Alfred Prufrock," by T. S. Eliot: ‘I have measured out my life with coffee spoons.’ But it turns out that a young woman sitting in a diner with her best friend was asked to explain what it’s like to have lupus. She gathered up the 12 spoons within reach, handed them to her friend, and spoon theory was born. I take being healthy and free from chronic pain completely for granted. Spoon theory helps me to provide better services to people for whom just getting out of bed is a major accomplishment. I have more patience and look for ways to make their law library experience easier."
   Heather J. E. Simmons; Law & Business Reference Librarian; Teaching Assistant Professor; University of Illinois College of Law; Champaign, IL

3. **RESOURCE BOOK ON DISABILITY INCLUSION** by Light for the World Disability Inclusion Lab (2017; available in PDF, ebook, and audio formats). "This resource book provides practical solutions on how to overcome barriers that prevent people with disabilities from participating equally in society. It includes a 60-page how-to guide on various topics such as conducting accessibility audits, budgeting for inclusion, and communicating with people with disabilities. It also offers a rubric for communication suitability. This book is practical, informative, and open access—perfect for any organization committed to diversity inclusion."
   Jessica de Perio Witman; Law Library Director; Associate Professor of Law; University of Connecticut School of Law; Hartford, CT

4. **MEETING THE NEEDS OF PERSONS WITH DISABILITIES: A GUIDE FOR LIBRARIANS, EDUCATORS, AND OTHER SERVICE PROFESSIONALS** by Ruth A. Velleman (Oryx Press; 1 edition, 1990). "Developing librarian confidence in working with disabled patrons can be challenging. While dated, this book provides a variety of strategies for working with this population that still hold true today, for both experienced and inexperienced librarians. It also provides excellent insight into early technology for working with disabled patrons, something that is difficult to find in more current texts. This book helped me in my own research in working with a variety of disabled patrons, and it was a valuable historical tool, as well."
   Rena Seidler; Research & Instructional Services Librarian; Ruth Lilly Law Library; Indiana University McKinney School of Law; Indianapolis, IN
AALL SPECTRUM
WWW.AALLNET.ORG
BY RENA SEIDLER
SHEDDING LIGHT ON
LEGAL RESEARCH
ACCESSIBILITY
FOR THE BLIND
SHEDDING LIGHT ON
LEGAL RESEARCH
ACCESSIBILITY
FOR THE BLIND
As law librarians, we are committed to empowering diverse groups with research skills and bringing equitable and permanent access to legal information to all. Yet law librarians are constrained in realizing these core beliefs through their interactions with visually impaired populations, due to usability issues with electronic legal research tools. Disability rights activist Stella Young once said, “My disability exists not because I use a wheelchair, but because the broader environment isn’t accessible,” a sentiment that perfectly reflects these legal research challenges. This article provides a brief look at the unintentional, yet undeniable, dichotomy between accessibility and usability that I discovered when teaching a blind student to navigate electronic legal research tools, and it provides suggestions on how to improve upon these challenges.

The primary purpose of the Americans with Disabilities Act (ADA) of 1990, along with its 2008 amendment, is to eliminate discrimination against individuals with disabilities and to create opportunities where none previously existed. U.S. Senator Tammy Duckworth has rightly noted, “The ADA allows persons with disabilities the opportunity to participate in the world around them.” While this mandate certainly encompasses accessibility for blind students within academic law libraries, understanding the reality of what accessibility means for legal research purposes is an entirely...
separate undertaking. The 2008 ADA Amendments Act states that visual impairment shall “in no way diminish a person’s right to fully participate in all aspects of society.” Unfortunately, the implementation of this statement by a highly specialized, research-based profession is murky at best.

The first step for academic law librarians to successfully empower blind students in conducting well-rounded legal research is recognizing that accessibility is not, and will likely never be, synonymous with usability. When faced with training or teaching a visually impaired researcher, be it a student, professor, practitioner, or member of the public, there are several challenges that are simply unavoidable in legal research. The following is a discussion of just a few of these challenges.

**Available Technology Tools**

One of the biggest challenges with assisting blind students with legal research comes before that student ever seeks assistance—specifically, the librarians’ lack of understanding of, and familiarity with, the technology tools that their patrons rely on to improve accessibility. As Mike McGlashon, a second-year law student at Indiana University Robert H. McKinney School of Law, to whom I taught first-year legal research over a period of fourteen weeks, told me, “You’ve got to be a mechanic to understand the bells and whistles [of JAWS, or Job Access With Speech].” Mike has been blind since birth and has worked with JAWS for a number of years. JAWS is the most popular screen reader you are likely to encounter at the professional level.

JAWS is a very expensive tool and it is quite possible that you will be teaching a student using Non-Visual Digital Access (NVDA), a free screen reader. NVDA is a much more basic screen reader than JAWS and will present significantly more challenges in the complicated world of legal research. While it is unlikely that a law student would be relying on such simple technology, knowing that this tool is available is invaluable for those who may feel they are limited by the prohibitively high cost of JAWS.

As “screen reader” implies, these tools read aloud the words on webpages and other documents that are displayed on a computer screen. If, for example, a case is long enough that a sighted person would have to scroll down, screen readers will simply continue to read everything that appears on that page, regardless of whether the words are visible on the screen. It is unrealistic to expect law librarians to develop expertise in JAWS, but there are opportunities through the JAWS website for brief tutorials on how JAWS works and what it does.

Your institution may have JAWS available for your use. If so, this is an excellent preparatory tool for instructing blind students. If not, JAWS offers a free trial download that gives you 40 minutes of access to the program. This

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**ACCESSIBILITY**

**HELPFUL TIPS & TRICKS**

- **Be proactive.** Do not wait until you are approached by a blind student to start learning what technology you have available. Find out what screen reading tools, specialized scanning, printing services, and institutional (or firm) support you may have available.

- **Adapt.** Plan your class ahead of time as much as possible. For example, practice research descriptions with specific words designed for those to whom “Find the link in the upper right corner” is meaningless.

- **Reach out.** When designing a usable course, know your blind audience. Reach out ahead of time and become familiar with how they perceive usability. For example, do not assume Braille is necessary (or even helpful), as some students may have no interest in paper resources for legal research or course assignments. In this day and age, it is virtually impossible to conduct comprehensive legal research solely with paper resources. Blind students will succeed with paper resources no more than any other student.

- **Review resources.** Remember that not all digital resources are created equal! Review electronic resources ahead of time, preferably with a screen reader, to see what your student will be working with for any given resource.

- **Be flexible.** Most importantly, remember that neither you nor your student can be prepared for every research concern that will come up. Rigid teaching strategies should be thrown out the window to provide the best instruction to blind students.
preparation will take some time to do properly—plan to invest a bare minimum of 30 minutes, likely significantly more if you have full access to the platform. Visually impaired patrons are also an excellent resource for increasing your familiarity with the inner workings of screen readers if you are unable to familiarize yourself with them beforehand.

**Limitations of Accessibility**

Unfortunately, federal mandates for accessibility often fail to adequately translate into usability for blind patrons working with both government and non-government digital resources. Many factors contribute to this failure, including poor website setup, an over- or under-abundance of links, and a lack of troubleshooting resources. Below are brief descriptions of limitations and accessibility options for a few core resources:

**Westlaw & LexisNexis**

Fortunately, both of the behemoth electronic platforms put forth good efforts to support their blind users; unfortunately, given both the complexity and limitations inherent in legal research, these platforms will undoubtedly be far more challenging for your blind students to master than your sighted students. Both Westlaw and LexisNexis employ staff who are touted as specializing in working with the disabled. That said, training for ADA compliance and actually working with screen readers and the blind are not synonymous. Yes, staff know what screen readers are, but that doesn’t mean they are JAWS “mechanics.”

Moreover, the high number of hyperlinks and columned information makes these platforms challenging to learn. As Mike McGlashon noted, “Some of the [filtering] tools are so cumbersome to use that it’s easier to search for what you want in the [search] box.” Similarly, David Benney, a solo practitioner and 2008 graduate of Southern Illinois University School of Law, finds it “more expedient” to search directly for statutes by citation, rather than going through “the hassle” of filters. While it is counterintuitive to us to abandon filters, particularly pre-search filters, doing so may often be the better option for blind students.

This is not an attempt to dissuade librarians from working with their students on these platforms, or from instructing them on the usage of filters. However, it is important to remember that teaching a blind student how to research on a highly sophisticated and complex platform is going to take a significant amount of time and experimentation. In a classroom setting, it will likely be impossible to provide the same level of instruction and training to a blind student as to a sighted one. Mike and I spent numerous additional hours each week working through things that a sighted student could simply spot and click on in a moment or two, such as filtering options. For better or worse, the best legal research instruction for a blind student is one-on-one. Mike lamented having to “go seek […] people out” for assistance and expressed confidence that he was not the only blind student who was/would be grateful for anyone willing to spend the extra time and effort to provide blind students with instruction comparable to that of sighted students. David echoed this sentiment, stating that his biggest regret from law school was that he “didn’t use [his] librarians as much as [he] should have,” because “if nothing else, shedding some light” on learning effective research techniques for a blind student would have considerably changed the challenges he faced in the early years of his career.

**Federal & State Government Resources**

Many government legal research platforms are a bit more awkward to use than their private competitors. Unfortunately, this difficulty is multiplied tenfold when you are blind. A large part of the problem is simply the length of some legal documents, coupled with the lack of hyperlinks that make life simpler for a blind researcher.

While a paid platform is regularly hyperlinked for usability, government websites simply post the exceptionally long text of a document, perhaps with a few links for related or filtered material on the side, or in the margins. For sighted students, these links are highly visible and can noticeably shorten the research process. For blind students, JAWS will attempt to read a 30-page Federal Register proposed regulation before ever mentioning that there are links to other materials. Mike eventually concluded that he will not practice in areas involving significant regulatory research simply because he cannot feasibly memorize all of the links and search tools he would need to locate in order to search these sites effectively and efficiently. Interestingly, David has had some success with Illinois government resources because he does not get bogged down in hyperlinks, although he conceded that such resources were only helpful when he was not looking for precedent, because he could not easily navigate the clunky advanced search options. In short, some research projects reliant on government websites may not work for teaching your blind students, so you need to review these assignments closely to ensure their workability.

**READ**


The American Association of Law Libraries (AALL) Minority Leadership Development Award (MLDA) was proposed by the Diversity Committee and created by the AALL Executive Board in 2001, with the dual goals of nurturing future leaders in the profession and introducing minority law librarians to leadership opportunities within the Association. The MLDA provides many benefits for the recipient selected each year. The award covers travel, lodging, and registration expenses for the recipient to attend the AALL Annual Meeting. In addition, an experienced AALL leader serves as the award recipient’s mentor for at least one year, and the MLDA recipients discuss their careers and experiences since winning this prestigious award.

BY ALEX BERRIO MATAMOROS & CLANITRA STEWART NEJDL

THE MINORITY LEADERSHIP DEVELOPMENT AWARD EFFECT: CATCHING UP WITH THE FIRST 10 YEARS OF WINNERS
recipient is given the opportunity to serve on an AALL committee during the year following their win.

To be considered for the award, applicants must be a member of a racial or ethnic minority group as defined by U.S. government guidelines, have earned a master’s degree in library/information science, and have no more than five years of professional library or information service work experience after having earned an MLS or JD. Applicants must also demonstrate leadership potential, be a member of AALL, and have been a member for at least two years or have two years of full-time professional law library work experience.


As two members of the Committee, we invited the award recipients to complete an interview-style questionnaire that asked about the MLDA’s impact on their professional advancement, the role mentorship has played in their careers, their subsequent service to law librarianship, and for any advice they may have for librarians of color. Many common themes appeared in the responses we received, along with much insightful advice, as presented below.

MLDA Recipients: Where Are They Now?
The eleven law librarians who have received the MLDA between 2002 and 2012 have traveled various professional and personal roads over the years. Several are thriving as academic law librarians. Two of those academic law librarians have gone on to serve as academic law library directors. Five MLDA recipients have transitioned into different areas of law librarianship or into different careers altogether. Many have served as leaders in AALL or other library-related organizations. And sadly, one, 2004 MLDA recipient, June S. Kim, has since passed away.

Despite these varied paths, the recipients share the unique honor of receiving an award intended to assist minority law librarians in becoming future leaders in the profession. Through our survey, we were able to ascertain how and to what extent the participating MLDA recipients believe the award has helped shape their careers and service to the profession.

Long-Term & Short-Term Benefits
The five participants in our questionnaire all indicated that receiving the MLDA helped their careers and professional growth in both the long and short term. One participant stated that the most immediate short-term benefits of the MLDA were attending the AALL Annual Meeting & Conference at no cost, gaining a mentor, and receiving her first AALL committee assignment. Other recipients also pointed out the added benefits of obtaining national exposure among law librarians and being introduced to more experienced and well-known law librarians. Notably, two participants mentioned the professional confidence

“This award was one of the first times in my professional career that I really thought that ‘perhaps I can have a successful and prosperous career.’ It gave me confidence and helped me to combat stereotype threats.” – RONALD E. WHEELER JR.
gained after receiving the MLDA, and how that confidence led them to become more active in the profession and in AALL in particular.

Many of the long-term benefits discussed by the participants were extensions of the short-term benefits received. Donna Nixon, a 2002 recipient of the MLDA, noted that the “one small seed of opportunity” provided by the MLDA “catalyzed [her] involvement with the profession as a member-volunteer” and helped her to develop “priceless” connections in her professional network. Other participants also shared that opportunities to collaborate on publications and to serve in leadership roles through AALL were key long-term benefits of receiving the MLDA. Additionally, two participants noted that the long-term benefits included a strong sense of responsibility to provide help to less experienced law librarians.

**Mentorship, Leadership, & Professional Satisfaction**

One important benefit of the MLDA is receiving an official mentor through AALL. Of the five participants, only two participants reported that they still have regular contact with the mentors they were originally assigned through the program. However, each participant gained additional mentors (both formally and informally) since being awarded the MLDA. Predictably, four of the five participants reported that they now serve as mentors to other law librarians. In some cases, the new mentorship relationships with the mentee law librarians originated formally through AALL or through an AALL chapter. In other cases, the mentorship relationship is informal.

It is perhaps due to the substantial mentorship they received that each participant has been willing to take on a variety of leadership roles through AALL and its chapters. Two participants, who happened to be two of the earliest MLDA recipients, have served extensively in AALL-related leadership roles over the years. All five participants have demonstrated varying degrees of leadership within AALL.

**MLDA SURVEY QUESTIONS**

- How did receiving the MLDA help your career in the short term?
- Has (or how has) receiving the MLDA helped your career in the long term?
- Are you still in regular contact with the mentor you were assigned as part of the MLDA? Please explain.
- Have you served as a mentor (formal or informal) for any other AALL member?
- Since receiving the MLDA, have you held any leadership positions in AALL committee/juries or any of its caucuses, special interest sections, or chapters? If so, what positions?
- What have you enjoyed most about your service to the profession of law librarianship?
- What advice would you give to someone who is considering applying for the MLDA?
The participants’ survey responses are encouraging, in that it is clear that receiving the award led to valuable, positive experiences for each of them.

The participants also appear to have achieved substantial professional satisfaction over the years. In their survey responses, the five participants emphasized the professional satisfaction that comes from working and collaborating with others in the same field. In doing so, they classified their fellow law librarians by using such complimentary terms as “intelligent,” “interesting,” “helpful,” and “caring.” The use of these laudatory terms reflects the respect with which the participants view their colleagues and the positive feelings that the participants have toward the profession in general.

Advice for the Future
In the final part of the survey, we asked the participants to share their advice with the MLDA applicants of the future. The advice shared by each participant was surprisingly consistent. The participants generally advised that applicants take the chance and apply for the MLDA regardless of any uncertainty they may have. To quote 2006 MLDA winner Joy Shoemaker: “have nothing to lose and a tremendous amount of support and confidence to gain.” The participants’ survey responses are encouraging, in that it is clear that receiving the award led to valuable, positive experiences for each of them. For example, former AALL President and 2005 MLDA recipient Ronald E. Wheeler Jr., in noting the effect that receiving the MLDA had on his professional development, shared that receiving the MLDA “helped [him] to shout down the little voice inside the head of every person of color that is whispering ‘You’re not good enough and you’re not smart enough.’”

Looking to the future, we asked questionnaire respondents for suggestions of additional actions AALL could take to assist law librarians of color to excel. One suggestion was for AALL to offer more support for leadership development. This could be accomplished by offering grants for minority librarians to attend AALL’s in-person professional development programs and seminars, such as the Leadership Academy and Management Institute. The introduction of AALL’s Body of Knowledge (BoK), with its “Professionalism + Leadership at Every Level” domain, promises to be a helpful resource for leadership development for all of the Association’s members.

Another participant suggested that AALL could help encourage funding of library fellowships and graduate assistantships for minority librarians, similar to the Cornell Law Library Diversity Fellowship. Two respondents emphasized the importance of encouraging networking and mentorship between experienced law librarians and newer members of the profession. One respondent suggested that AALL’s Mentor Program collaborate with the affinity caucuses to increase participation of law librarians of color in the program. The final participant called directly upon AALL members to look to themselves to further support diversity and inclusion both within the profession and on an individual level.

The Way Forward
The many professional accomplishments achieved by the first eleven MLDA recipients, as well as their extensive service to the profession, reflect just how well the award has succeeded in its goal of helping to nurture minority law librarians who demonstrate leadership potential early in their careers, molding them into future leaders in the profession. The participants’ survey responses are encouraging, in that it is clear that receiving the award led to valuable, positive experiences for each of them.

The authors wish to dedicate this article to the memory of 2004 MLDA recipient June S. Kim, who passed away in 2014 after a battle with cancer.

Apply
Apply for the 2019 Minority Leadership Development Award at bit.ly/AALL-MLDA. All applications must be received by February 1, 2019.
Why states should comply with the Americans with Disabilities Act by eliminating intrusive mental health questions.

BY SARAH A. LEWIS

Mental illness is a real issue in the legal profession. According to The Report of the National Task Force on Lawyer Well-Being’s study, “The Path to Lawyer Well-Being: Practical Recommendations for Positive Change,” 28 percent of practitioners suffer from depression and 19 percent suffer from anxiety, while 17 percent of law students suffer from depression and 37 percent suffer from anxiety (view the report at bit.ly/JF19Jaffe). However, a 2015 study titled “Helping Law Students Get the Help They Need: An Analysis of Data Regarding Law...
Students’ Reluctance to Seek Help and Policy Recommendations for a Variety of Stakeholders” found that 63 percent of law students surveyed said they were afraid to seek help because they felt that doing so would threaten their admission to the bar (view the paper at bit.ly/JF19Organ).

The Character and Fitness Bar Exam
Admission to the bar rests not only on passing the bar exam but also on passing the character and fitness exam. Each state bar has its own character and fitness exam. Generally, a state bar looks to see if the applicant has a criminal record, is financially responsible, abuses substances, or has a mental illness. Although mental illness is a disability under the Americans with Disabilities Act (ADA), it, unlike physical disabilities, can disqualify an applicant from full and unconditional admission to the bar.
The Americans with Disabilities Act of 1990

Title II of the ADA prohibits discrimination against individuals with disabilities (42 U.S.C. § 12101(a)(8)). Regulations promulgated pursuant to the ADA prohibit a public entity from administering “a licensing or certification program in a manner that subjects qualified individuals with disabilities to discrimination on the basis of the disability” (28 C.F.R. § 35.130(b)(6)). A public entity may not impose or apply “eligibility criteria that screen out or tend to screen out an individual with a disability or any class of individuals with disabilities from fully and equally enjoying any service, program, or activity” (28 C.F.R. § 35.130(b)(8)).

A Case Study: Looking at Florida’s Character and Fitness Bar Exam

In Florida, the character and fitness bar exam includes the following questions:

Question 25: Within the past five years, have you been diagnosed with, suffered from, or been treated for, a mental illness involving a severe thought disorder (including, but not limited to schizophrenia) or a severe mood disorder (including, but not limited to, major depressive disorder or bipolar disorder)? If yes, identify which of the listed conditions you were diagnosed with, suffered from, or were treated for, state the beginning and ending dates of each consultation of treatment period, and state the name and address of each treating doctor(s) or professional(s) who treated you or who made such diagnosis. Also state the name of any medication prescribed for you during treatment.

Please direct each such professional and any hospital and/or facility in which you were treated to furnish the Board with any information or records the Board may request with respect to any hospitalization, consultation, treatment, or diagnosis relating to such condition. “Professional” includes a physician, psychiatrist, psychologist, psychotherapist, or mental health counselor.

Question 26: Do you currently have a mental condition (not reported above) which in any way impairs or limits, or if untreated could impair or limit, your ability to practice law in a competent and professional manner?

If yes, are the limitations or impairments caused by your mental health condition reduced or ameliorated because you receive ongoing treatment (with or without medications) or participate in a monitoring or counseling program? If yes, describe such condition and any treatment or program of monitoring or counseling.

In Florida, instead of fully and unconditionally admitting applicants with mental illness, the bar examiners may grant them conditional admission. Conditional admission may last for an indefinite period of time to be determined by the bar examiners. Under conditional admission, the applicant must:

- Consult with a licensed mental health provider at least quarterly, or more frequently as such mental health provider deems necessary;
- Follow all instructions by the mental health provider;
- Have the mental health provider submit quarterly reports to the Florida Bar during the entire probationary period;
- Have the mental health provider immediately notify the Florida Bar if the applicant misses a scheduled appointment without prior rescheduling; and
- Have the mental health provider submit quarterly sworn statements to the Florida Bar during the entire probationary period attesting to the applicant’s compliance with such conditions.
The ABA urged state bar examiners to narrowly tailor follow-up inquiries and to base the decision to conditionally admit an applicant on such applicant’s conduct or behavior, not on their mental health condition.

Department of Justice’s Finding on Louisiana’s Character and Fitness Bar Exam
Florida and other states continue to ask intrusive questions of, and grant separate but equal status to, applicants with mental illness even in light of a 2014 Department of Justice (DOJ) Letter of Findings (DOJ Findings Letter). The DOJ reviewed the following Louisiana Bar character and fitness exam questions:

**Question 25:** Within the past five years, have you been diagnosed with or have you been treated for bipolar disorder, schizophrenia, paranoia, or any other psychotic disorder?

**Question 26A:** Do you currently have any condition or impairment (including, but not limited to ... a mental, emotional, or nervous disorder or condition) which in any way currently affects, or if untreated could affect, your ability to practice law in a competent and professional manner?

**Question 26B:** If your answer to Question 26(A) is yes, are the limitations caused by your mental health condition ... reduced or ameliorated because you receive ongoing treatment (with or without medication) or because you participate in a monitoring program?

Like Florida, Louisiana conditionally admitted applicants with mental illness. Conditionally admitted candidates were required to:

- Consult with their treating health providers no less than every three months;
- Have their treating health providers inform ODC of prescribed medications and notify ODC of any changes in medication; and
- Grant ODC full and unfettered access to any and all information contained in files kept by the health providers regarding their diagnosis, treatment, and recovery.

The DOJ determined that the Louisiana Bar violated the ADA with its character and fitness evaluation of applicants with mental illness and its conditional admission of applicants with mental illness. In making such a determination, the DOJ found that the Louisiana Bar made discriminatory inquiries into applicants’ mental health diagnoses and treatment; subjected applicants to burdensome supplemental investigations triggered by mental health status or treatment; made discriminatory admissions based on stereotypes about mental illnesses instead of the actual conduct of applicants and subject those with mental illness to a second-class status with conditional admission. I call upon members of the American Association of Law Libraries to work to change the character and fitness bar exam administered by their state bars so that those with mental illness are no longer discriminated against simply because of their condition. Together, we can make a change so that students are no longer afraid to get the help they need.

For information about what your state bar asks on its character and fitness exam, please visit bit.ly/JF19statebar.

**A Call to Action**
Although the DOJ and ABA have spoken, many state bars, like the Florida Bar, continue to base their admission decisions on stereotypes about mental illness instead of the actual conduct of applicants and subject those with mental illness to a second-class status with conditional admission. I call upon members of the American Association of Law Libraries to work to change the character and fitness bar exam administered by their state bars so that those with mental illness are no longer discriminated against simply because of their condition. Together, we can make a change so that students are no longer afraid to get the help they need.

For information about what your state bar asks on its character and fitness exam, please visit bit.ly/JF19statebar.

**AALL2go EXTRA**
Throughout his extensive law library career, former American Association of Law Libraries (AALL) Executive Board member Kenneth (Ken) J. Hirsh has created a reputation for himself—as an innovator as well as a pretty badass karaoke singer. After achieving his lifelong dream of appearing on *Jeopardy!* in October of 2016, he continues to set goals and make contributions to the legal technology field and the law library profession.

The popular TV series *Perry Mason* served as a dose of inspiration for Ken Hirsh when he was deciding what he wanted to do with his life. After giving up on his original dream of going into ichthyology (fish science), he changed direction and decided to pursue the legal field as an attorney. He graduated from the University of Miami with a bachelor’s of arts degree in 1974 before earning his JD from the University of Florida in 1977. After practicing law in Florida for nearly 10 years, he returned to school to obtain his MS in Library and Information Studies from Florida State University in 1989. He then joined the Law Library at Duke University School of Law, serving in numerous positions, such as reference librarian, manager of computing...
When it comes to working in law schools, there may not be core curriculum faculty who are interested in technology, but it’s an area where I think law schools can benefit from having librarians on staff who can also fill in the gaps in teaching technology and fill the need for students to learn that tech. I encourage librarians to take the lead in this effort.” — Kenneth J. Hirsh

practice at the University of Cincinnati College of Law. In addition to teaching legal research while at Duke, he and Wayne Miller (currently the assistant dean for academic technologies at Duke) laid out a plan to create a course teaching technology to law students. “It was an idea I had for several years, but I wasn’t ready to go for it until Wayne got there,” notes Hirsh. “We spent a year inviting guest speakers in for brown-bag lunches before we launched the course in 2006. We spoke about it at a symposium that was then called the Courtroom 21 Project at William and Mary. I recreated the course when I got to the University of Cincinnati.”

Regarded as an innovator, Hirsh uses his legal education, legal background, and technical expertise to bring new technologies to students and faculty. In his current role, he teaches Advanced Legal Research, in addition to Technology in the Practice of Law, the course he created with Wayne Miller. Reference librarian Shannon Kemen co-teaches the course.

Hirsh is also a prominent leader within the law librarian and legal information field. He has served in a number of leadership roles within AALL since joining as a student in 1989, including on the Executive Board (2013–2016), the Executive Board Finance & Budget Committee (2014–2015, 2015–2016), the Executive Board Strategic Directions Committee (2013–2014), and the AALL LexisNexis Call for Papers Committee, to name a few. He is also the past president of the Southeastern Chapter of the American Association of Law Libraries (2007–2008), and is a member of the Academic Law Libraries Special Interest Section (SIS) and the Computing Services SIS. He is also active within the Center for Computer-Assisted Legal Instruction (CALI) and served on the CALI Board of Directors for 12 years. Hirsh was honored by both AALL and CALI for his outstanding service and contribution, and AALL named its distinguished service award in the area of computing services for him.

Here, he discusses innovation within the field of technology, the future of legal tech, and how his involvement within the Association has contributed to both his career and personal life.

**What inspired you to pursue a career in higher education?**

I wanted to be around law students and professors. I have always felt some attachment to academia, having gone to school for so long. Academic librarianship is really what appealed to me once I became a librarian.

**What do you think about innovation in legal technology?**

There seems to be plenty of it, but there seems to be some disagreement about what innovation actually is. Is it doing something totally new? Is it tackling an existing problem and tweaking your solution to make an improvement? It’s certainly a buzzword, not only in law but in lots of businesses—there are chief innovation officers and other positions that have the word “innovation” in their title. My own feeling is that innovation is important, but in order to innovate, you must have a firm grasp of what came before it.

I think innovation means different things to different people. To me, innovation means...
seeking new ways of doing something, but to be completely innovative, you’ve also got to figure out if there are totally new things to be done, not just new ways of doing them. Are there things we should be accomplishing that we haven’t tried to do before?

Where is the profession headed with legal tech?

Law librarians are trained to work with information and some form of technology, whether it’s the ink and paper of the days of long ago, or the digital tech of today; librarians in general, and law librarians in particular, have always had more or less a facility for dealing with technology and other advancements within the field. When it comes to working in law schools, there may not be core curriculum faculty who are interested in technology, but it’s an area where I think law schools can benefit from having librarians on staff who can also fill in the gaps in teaching technology and fill the need for students to learn that tech. I encourage librarians to take the lead in this effort.

The big thing in the legal profession right now is Rule 1.1, Comment 8 from the American Bar Association Model Rules of Professional Conduct, which states that “to maintain the requisite knowledge and skill, a lawyer should keep abreast of changes in the law and its practice, including the benefits and risks associated with relevant technology, engage in continuing study and education and comply with all continuing legal education requirements to which the lawyer is subject.”

Nearly every state follows Rule 1.1 on competence, and now about 31 states have adopted language stating lawyers have a duty to keep up with technology, so it’s a professional obligation for a lawyer to be aware of competence. For example, at my university, we have a class we are teaching this semester called Introduction to Technology in Law Practice, and we bring in a guest speaker every year who talks about e-discovery. It’s crucial for attorneys to at least understand the basics of e-discovery—in terms of knowing how to produce documents, having the ability to be responsive to a request for documents, and not turning over documents or information that is nonresponsive or privileged—so they don’t commit an error that will cost their firm and their client lots of money.

Comment 8 to Rule 1.1 provides one example of why it is important to understand technology and how it fits into the practice of law, in terms of providing competent legal services for your clients. Notably, there are ethical opinions that state if you are sending open, unencrypted email to your client you are risking a breach in confidentiality.

Are there ways you feel the legal industry may not be using technology to its fullest potential?

I think there are many attorneys who are still tied to the older ways of doing things, which aren’t productive. Casey Flaherty, who used to work for KIA as inside counsel, has founded a company called Procertas, where he pushes the idea of assessing attorneys as to their software expertise and advocates for learning to efficiently work with office productivity solutions such as Microsoft Office Suite and Acrobat. This is an area attorneys could learn to use more.

Again, the buzzword that is getting the most discussion over the last two years is Artificial Intelligence (AI) and where we are going with that. Research vendors such as LexisNexis, Ravel, and Westlaw Edge, among others, have talked extensively on this topic. I don’t know that we’ve reached true artificial intelligence. I
would argue that we are moving in that direction at least to the point where we could call it augmented intelligence, where machine learning is doing things more quickly and efficiently than humans can, but the end result is that it still takes a combination of human intuition and machine learning to work well.

In addition, Ed Walters of Fastcase recently published a book that talks about data-driven law practice. The idea is that until recently, attorneys have only been able to advise clients to likely outcomes by relying on anecdotes and gut feeling alone. Ed's position is that there are now ways to gather data on a larger scale and use machine learning and other tools to analyze that data. One could, for example, go over a whole history of court cases with various judges or arbitrators and make more accurate predictions of likely outcomes, thereby saving the client money with good advice on when to settle or if they should proceed to litigation.

How has involvement with AALL impacted your career and/or leadership capabilities?

My membership with AALL has had nothing but positive effects on both my career and leadership capabilities. I was blessed in that when I was in library school, our dean, the late Bill Summers, was president of the American Library Association, and when I got hired at Duke, the late Dick Danner was president of AALL, so going into library school I knew I wanted to be very involved in professional organizations. I signed up right away as a student member while I was in library school at FSU. The networking opportunities and the ability to make friends at both the social and professional engagement level have been wonderful. I have had the pleasure and honor of serving on a number of committees, including the AALL Executive Board, where I was able to see how decisions for the Association were made. I think I was helpful [serving on the board] to a good degree. I have been an amateur parliamentarian since my junior high days, and would speak up frequently during meetings. I have also been involved in a few SIS's, but have spent most of my time with the Computing Services SIS. Knowing there are people you can turn to when you have tough questions, such as, “How do I deal with this issue?” and “How have you dealt with this before?”, is immensely helpful. You really look forward to when you get the chance to talk to these people in person. I would be lost without this Association.

What career advice would you give to newer law librarians?

Be open to trying new things. Definitely join your professional associations, and when you do, don’t be afraid to reach out to people for help. You may actively seek a mentor or you may accidentally end up with mentors, which is a great thing. Mentors are there to offer you advice and they also like learning from newer law librarians; you learn from each other. It personally benefits me to hang around younger people.

What is the value of attending the AALL Annual Meeting?

First of all, one can never have too many friends. It’s an old saying and I firmly believe it. You develop friendships, in addition to the professional engagement and learning opportunities at this meeting. You get to hang out with people who have similar interests as you and who are really great people personally. I look forward to attending every year, and I have attended every AALL Annual Meeting since my first back in 1993.

How did Ken’s Karaoke, an Annual Meeting tradition, start?

I had been playing at karaoke for a few years since the 1992 faculty Christmas party at Duke. During the 1997 AALL Annual Meeting in Baltimore, Don Buffaloe, James Milles, and I found a bar near the convention center on Pratt Street that was offering karaoke, and we invited people to join us. It became a word-of-mouth tradition and in 2001 at the AALL Annual Meeting in Minneapolis, at the behest of Kristine Niedringhaus, it became an officially sponsored event by the Computing Services SIS. Nowadays, we get anywhere from 70–90 people throughout the course of an evening who attend. But I’m looking for a successor!

If you could go back and change one thing about your career, what would it be?

I would like to have realized sooner that I wasn’t going to be great at practicing law and that a career in librarianship was a better fit for me.

What do you enjoy most about your job?

I like working with a variety of people and meeting faculty, staff, and a new group of students every year.

Professionalism + Leadership at Every Level
Question: How has your organization implemented workplace accessibility and support for individuals with disabilities?

My daughter and I have bonded over superhero movies and TV shows. We love watching the good guys use their talents and abilities to help humanity, tirelessly battling villains seeking power, destruction, revenge, equity—wait ... equity?

Yup, equity. Remember this line from *The Incredibles*? “Everyone can be superheroes. Everyone can be super. And when everyone’s super, no one will be.”

That line comes from Syndrome, the wannabe sidekick turned bad guy. And what’s his evil scheme? To create inventions that give everyone superpowers so that natural superheroes no longer possess advantages over everyone else. In other words, to provide everyone access to the resources that they need to succeed. Although I certainly don’t condone his methods, his motivation doesn’t sound so sinister to me. In fact, it’s something that we’re striving to achieve.
At the University of Wisconsin Law Library, we’re committed to promoting a healthy learning community for both staff and patrons where individuals feel welcome and supported, and are able to reach their full potential. To foster the development of this healthy environment, we’ve recently formed a new Community Well-Being Committee to provide leadership in two important areas: mental health and wellness; and equity, inclusion, and diversity.

As part of the committee’s charge, we’ve developed potential action items in both areas that we hope will help our patrons and staff feel welcome and supported by the Law Library. Although the complete list of action items is broadly designed to encompass diverse communities, some, including the following, are especially relevant to individuals with disabilities:

- Assess our physical spaces and signage to provide more accessible and welcoming learning and work environments.
- Investigate and recommend equipment that could assist patrons and staff in performing tasks more easily or comfortably, such as standing desks, chair supports, magnifiers, and headphones. Check out equipment to patrons as possible.
- Review our online presence to improve accessibility for users of all abilities.
- Identify any library policies or practices that impede individuals or groups from reaching their fullest potential.
- Develop partnerships with other law school and campus groups or individuals that are also committed to promoting a healthy learning community.

While some of these action items are new, others describe services, practices, and materials that we are already engaged with or provide. (For a few examples, read Genevieve Zook’s AALL Spectrum article at bit.ly/M14Alike.) But by pulling them together under the leadership of our Community Well-Being Committee, we hope to become more attentive and responsive to the needs of our diverse learning community, including patrons and staff with disabilities.

Providing people with the resources that they need to succeed doesn’t just help those individuals, it makes our entire community stronger. We can all be super, and that’s pretty incredible.

The library at the Florida A&M University (FAMU) College of Law is relatively new, as we moved into our building in 2007. All of the physical space is Americans with Disabilities Act (ADA)-compliant, including an automatic door button for the main entrance. When we opened, it appeared that we were equipped to assist any patron with their information needs.

Three years ago, we were notified that a visually impaired student would be among the incoming 1L class. We looked at our library and realized that, while we met ADA standards for the physical layout of the library space, much of the collection would not be accessible for a patron with visual disabilities. In rapid order, we obtained two text-to-speech assistive reading cameras, installed screen-reading software on a computer reserved for those with special needs, and began to work with our school’s Center for Disability Access and Resources to obtain a high-speed book scanner that also had optimal character recognition and text-to-speech capability.

When the student arrived, we offered assistance in obtaining electronic copies of his books from the publisher and scanned material he needed on a shorter timetable. We reserved a reading room for his use with a personal reader, and on one occasion even read aloud to him when his normal reader was unavailable. One of the more time-intensive tasks was working with him on Bluebooking. You don’t realize how visual it is until you have to figure out how to determine the typeface when you can’t see it!

Our student is on track to graduate this semester, and in a recent paper, mentioned that he knows he would not have gotten this far without the aid of the law library. It’s gratifying to know that we were able to make such a difference in a student’s career. We have certainly learned a lot from this experience, and we are in a much better position to aid other visually impaired students who may be considering attending FAMU.

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Imagine new business models that use technology and innovation to enhance existing services, or, better yet, to create new offerings.

BY KATHERINE M. LOWRY

Welcome to our new column, Talking Tech, where we will explore how technology is one of several disrupters in the legal industry. Legal information professionals are experts who are dedicated to understanding how to apply innovation and technology for the benefit of their member organizations, as well as their own firms’ underlying business imperatives. Throughout each column, we will explore tolerance for change, innovative new technology, vendor solutions, and disruption made within our member organizations. Talking Tech will also feature guest columnists who will expand on their expertise in specific areas of technology.
Setting the Foundation
Technology is often referred to as an innovation, but most agree that just buying technology, such as new AI-enabled software, may only serve as a Band-Aid to a problem or make matters worse. Real innovation happens when the underlying processes are examined and transformative new ways of solving a problem or creating a new service are identified. Either way, selecting technology as a solution comes later in the process.

Innovation appears to be all the rage these days, but many already believe it is an overused term. Arguably, many are getting lost in the semantics. The real question is whether the legal industry is a legacy industry so addicted to the benefits of its legacy that it inhibits its ability to innovate and adapt. In examining the role of innovation, there is no better place to start than to reflect on the teachings of economist Joseph Schumpeter. He promoted the term “creative destruction” to describe a theory of economic innovation in which technology and innovation replace older means of production/services—one where innovation can replace or completely displace existing companies or entire markets. Thus, either innovate on a daily basis or run the risk of becoming obsolete. In his book Capitalism, Socialism, and Democracy, Schumpeter declares:

The opening up of new markets, foreign or domestic, and the organizational development from craft shop and factory to such concerns as U.S. Steel illustrate the same process of industrial mutation … that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one. This process of Creative Destruction is the essential fact about capitalism.

Schumpeter placed a heavy emphasis on entrepreneurs and their ability to create a new good or service, a new production technique, or open a completely new market. Entrepreneurs are a main catalyst for change that causes the most disruption by modifying our current process for delivering goods and services or by creating entirely new services. Change is constant under the creative destruction model and culture is a main component to change. Both are viewed as being critical to economic growth.

How Does an Existing Organization Avoid Becoming Obsolete?
One possibility is to make it table stakes for every organization to innovate, which might suggest that organizations incorporate R&D (Research & Development) groups to support a more routine approach to innovation or assign direct responsibility to an internal entrepreneur that is responsible for taking an idea to a finished product.

Imagine a group of intrapreneurs serving as a main catalyst for change by offering new business models that use technology and innovation to enhance existing services, or better yet, to create new offerings. An example of this notion is provided by BakerHostetler’s Legal Innovation team’s use of its Legal Nexus of Forces framework, which they created to analyze the competitive pressures to innovate that are present across the legal industry. It is an adaption of Gartner’s “Nexus of Forces,” which is used to explain the disruption that social, mobile, cloud, and information would have on industries everywhere. (Learn more at bit.ly/JF19Nexus.)

The Legal Nexus of Forces frames the issues from a law firm point of view, and it surfaces many fundamental issues being driven and changed by technology. Namely, it identifies new competitors and new strategies of existing competitors, and it provides insights on how technology modifies firms’ relationships with clients.

1. Client Sophistication;
2. Change in Competition;
3. Law Firm Innovation; and
4. Emerging Technology.

Each category pulls together common themes and market examples. As the landscape of the legal services market changes, this framework can provide a basis for evaluating new initiatives—both internal and external.

1. Client Sophistication
Client sophistication undoubtedly drives legal technology changes. With the advancement and consumerization of technology, law departments are able to do more with less—and that trend will continue. Reports show that law firms have been losing market share, and while corporate clients are seeing a modest increase in legal spend, the only increase in spend is occurring within the law department.

2. Change in Competition
Legal Process Outsourcing (LPO) and Alternative Service Providers (ASPs) increasingly take market share away from law firms. With an estimated
Innovation has the ability to change markets and break down boundaries. The economic growth of our industry depends on legal informational professionals with substantial domain expertise to help lead the charge for innovation.

revenue of $8.4 billion, these providers are growing rapidly and represent services once provided by law firms. Two other notable shifts in the market place include PricewaterhouseCoopers announcement of its “New Law” initiative, and DXC Technology Co. entering into a five-year contract with UnitedLex Corp. (Read more at bit.ly/JF19Report.) Both are signals that the legal staffing market is changing, allowing companies to better scale up their legal staff or completely outsource it altogether.

3. Law Firm Innovation
Law firms continue to leverage technology and new services to differentiate themselves in the marketplace. One key observation is that some firms have created dedicated teams to focus on innovation. Governance levels of these teams range from informal to formal. Those with the most support and direction from upper management tend to make the largest advancements and have the greatest ability to meet client demands for greater efficiency, predictability, and cost effectiveness in the delivery of legal services.

The market is ripe for firms to drive innovation and transform delivery of legal services. It is a formative time for attorneys, information professionals, and technologists to explore solutions together. Innovation teams provide great settings to rethink both the business and the practice of law.

4. Emerging Technology
The emerging technology category is a direct reference to the Gartner Nexus of Forces, but streamlined to the legal industry. Today, vendors in the legal market are foundationally suited in two areas—advanced analytics (machine learning), and other forms of artificial intelligence such as natural language processing.

The legal industry faces a far greater challenge in unstructured data. Most information created by attorneys is simply unstructured, with nearly every document and email in the document management system falling into this category. Technology that creates insight from unstructured data will transform both the business and practice of law. Motion metrics, clause analytics, and time entry/narrative analytics all have profound implications.

There is, however, a steep learning curve—but this presents a new opportunity for organizations. The machine learning model includes feedback loops and learning cycles. This creates a critical need for domain experts and teams of people who understand how to train the system. Quite honestly, this is where legal information professionals have an opportunity to create something unique, insightful, and transformative.

Now What?
Together, innovation and technology create a constant wave of creative destruction that stimulates economic growth by creating new inventions never before imagined. This action could possibly make older services, goods, and techniques obsolete. If we look at the landscape of technology start-ups in the legal industry, we will find that hundreds of companies are now on the scene and impacting how we operate our businesses. From one vantage point, it might be a technology that corporate law departments now use that was once a service that law firms provided, or, from another perspective, it might be a new role that legal information professionals play in data classification. It is clear that innovation and technology coupled together are a powerful market disrupter, and for your organization to avoid becoming obsolete, it comes down to a willingness to change, and a commitment to the investment of time and money to embrace creative disruption.

Are We a Legacy Industry That Can Transform?
Yes, I believe so. Why? Because there is an early prize for those able to successfully innovate to the point that traditional companies must succumb to the pressure of new inventions. It is market power. Innovation has the ability to change markets and break down boundaries. The economic growth of our industry depends on legal informational professionals with substantial domain expertise to help lead the charge for innovation. Be disciplined in innovation and seek new ways to create new services.

32 AALL SPECTRUM | WWW.AALLNET.ORG
Prior to 1865, the way case law was being disseminated across England was becoming a growing problem, according to Daniel Hoadley, head of marketing for the Incorporated Council of Law Reporting for England and Wales (ICLR).

Buying the hefty printed law report volumes, produced by private individuals and sold for profit, involved a considerable expense, and they weren’t necessarily accurate. Lawyers and judges couldn’t be sure the published content was a true reflection of what had actually been decided in any given case, making legal precedents difficult to determine.

Senior members of the legal profession, Hoadley says, decided the UK needed a single reliable outlet that provided coverage of exactly what judges were saying in court—for an affordable cost consistent with the production expense.

As a result, 154 years ago, ICLR was established to supply reports on judicial decisions from the Superior and Appellate Courts in England and Wales.

Located in the center of London’s legal district, the organization (a registered legal charity) today covers hearings in every senior court in both regions, in addition to the United Kingdom Supreme Court and the Court of Justice of the European Union. The information it produces is licensed to Thomson Reuters and LexisNexis in the UK, and since January 2017, has been offered directly to customers in the United States and Australasia.

We recently spoke with Hoadley about how ICLR’s materials have evolved over the years, and what’s next for both the organization and the legal publishing industry.

How do you obtain the information contained in ICLR’s law reports?

We have a team of about 30 journalists—law reporters who are full-time employees, on the payroll. I used to be one of the reporters when I started here. Each is
assigned to cover a court. Their job is to cover the cases as they’re heard. When a judgment is given, we publish it in raw form. The reporter will then make the decision about whether or not the case should be fully reported with all the bells and whistles that go with that—such as catchwords and a headnote. A judgment merits full reporting as a law report if it creates new law or modifies or clarifies existing law.

Has the way ICLR shares information changed over the years?

We were really slow to react when legal research was moving to digital. From the early 1990s to around 2010, we got around the issue by licensing the responsibility of putting content into a digital format on an online platform to Thomson Reuters, LexisNexis, and a UK-based company called Context (now Justis Publishing). But things got a bit more complex because as print sales steadily declined, we were far more reliant on the licenses we were getting from the companies, and it was becoming harder and harder for us to ensure we had enough financial independence to carry on into the future. The switch from print to digital really hit us around 2010. Our response to that was to bite the bullet and provide digital versions of the work we were doing through an online platform that we felt would generate a new stream of revenue and a greater degree of financial independence.

To be completely honest, I was never that happy with the first iteration of our online platform, nor was I really pleased with the second version. The first platform had an arbitrary architecture where cases were separate from the metadata we had about cases—the information used to “shepardize” or “note-up” the case. It was clunky; it was just horrible. In version two, in 2014, we had to trick the system to query the case and metadata databases to bring both types of information back simultaneously. We decided to blow the whole thing up in 2016 and started building a new version in the beginning of last year that went live in September 2017. We’re really happy with it. It’s called ICLR.3.

How does the new platform differ from the previous versions?

The search is really forgiving now and really fast. We, in effect, rebuilt the entire system from scratch on a completely new backend. One of the things we really wanted to include in the new platform was the right balance between ease of use and power. We decided to build the system around common types of queries, whether from lawyers or judges, then make an advanced layer accessible for the other 20 percent of use-cases—in particular, the more advanced use-cases associated with law librarians—who need to use more complex query strategies.

ICLR.3 has been made to look and feel more friendly. The conventional wisdom still appears to be that for a legal research platform to be regarded as “serious,” it needs to be boring and brimming with search fields. We decided to go the other way. We spent a lot of time experimenting with use of color, different interface affordances that users can use to access the content, and making sure the screen is not cluttered. We spent a lot of time looking at services like Spotify and Airbnb; we got most of the design inspiration from non-professional online platforms. The feedback has been really good—that tells us we’ve been broadly successful.
What format do you use to structure the content?

The anatomy of the law report really hasn’t changed at all since 1865. Now that we’re delivering content in a digital setting, it raises the question, “Does the traditional format make as much sense online as it does in print?” We’re beginning to consider experimenting with different ways to make the structure of the report accessible to the user; because the reading experience in a digital setting tends to be less linear than it is with printed material. That’s on the back burner at the moment—it’s a big change for us to implement and make happen.

Who are your main customers?

Where the UK is concerned, virtually every single law firm will have access to our content in one form or another; every single court and university—anyone pretty much who does anything with the law will have access. We’re the official publisher of law reports.

Do industry members outside of the UK use ICLR’s materials?

We have a big client base in the U.S. For example, Ivy League universities subscribe to our content because English law is persuasive in U.S. courts, and vice versa. We also have a big presence in Canada and New Zealand.

How do law librarians use your products?

Law librarians use our content in a way that’s very different from a lawyer preparing for a case or a student or faculty member conducting research. Librarians are far more concerned about comprehensively and exhaustively determining the context of a particular case—particularly in big law firms, they’re being asked to make sure the cases a lawyer is considering deploying in an argument still represent good law. Librarians need to make sure all bases have been covered. Because of this, they tend to use online platforms in a far more sophisticated way when compared with other types of users.

Librarians are the most skilled legal researchers. That’s a challenge for us, because we need to find a way to build products that can be used by first-year law students but also by senior librarians with years and years of experience. It’s a balance of making sure the product is powerful, and, at the same time, ensuring that less experienced users aren’t overwhelmed by advanced features at first blush.

Do you still offer print versions of your publications?

There are still print versions made of The Law Reports and The Weekly Law Reports and one of our specialist series. There’s still an appetite for print; a large number of customers still wish to retain print subscriptions, but we’re not seeing new take-ups, not surprisingly.

How would you say legal publishing has changed over the years?

On the one hand, people expect services they procure to provide comprehensive access to everything. Publishers are now working through that and trying to make sure we’ve got this comprehensive offering of content. What’s interesting, though, is now there’s another problem for publications. Customers have all this material; it’s a huge amount of information. We’re publishing a lot of cases that have actually no effect at all on the content of common law, but we publish them because customers expressed this requirement.

We’re at a point where we’re trying to figure out how to make sure the content really deserves coverage. If every single new case made some new point of law, you’d have a legal system in chaos. The fact of the matter is most don’t have any huge value to authority. What you have to work out is: Is this case something we need to report?

What do you think the future of legal publishing will look like?

I think editorial content that’s selected and curated is going to make a comeback. That’s probably a strange thing to say at the moment, with the market swinging toward artificial intelligence-backed solutions—but my prediction is that artificial intelligence will probably fail to deliver on all of its promises, and there will be a resurgence in the perceived value of human-created and curated content.

ICLR PRODUCTS

ICLR offers five types of reports:

The Law Reports: A monthly report, published since 1865, offering coverage of leading cases and appeals from all High Court and Court of Appeal subdivisions and appeal cases heard in the UK Supreme Court and Judicial Committee of the Privy Council; available in print or online.

The Weekly Law Reports: Created in 1953, covering cases in all areas of law that decide a new point of law, modify or explain an existing point of law, or provide guidance on applying a particular legal principle; offered in print or online.

The Public and Third Sector Law Reports: Published since 2009, providing coverage of cases involving local authorities, charities, and the Church of England; available online.

The Industrial Cases Reports: Covering employment, discrimination, and pension law cases since 1972, including those heard in the Employment Appeal Tribunal and the High Court and appeals to the Court of Appeal and Supreme Court; available both in print and online.

The Business Law Reports: Specialist coverage of company, commercial, and intellectual property law cases from the senior UK and European courts; available online.
The nominations committee of my local American Association of Law Libraries (AALL) chapter recently asked me to consider running for office. Over the years, I have been increasingly involved with the chapter—attending meetings, joining and chairing committees, and participating in events and programs—so I am honored and excited for this opportunity to become even more involved. At the same time, I have recently been given more responsibility at work and I am concerned about taking on too much. What advice do you have for balancing work and association responsibilities?
Scott: You’re popular—we get it. You don’t have to beat us over the head with all of the bragging. Look, you’re obviously doing something right—both at work and in your larger professional circle—to be singled out as someone ready to take on more responsibility. That’s a good thing! In deciding whether or not to accept your local AALL chapter’s nomination to run for office, my advice is two-fold: involve your work supervisor in your decision about whether or not to run, and consider the ways in which serving on an association will actually increase, rather than decrease, your performance at work.

No matter which decision you end up making with regard to whether or not to run for office, my advice would be to involve your supervisor(s) in your thought process from the very beginning. Explain that you have been nominated to run for office, but that you are concerned that the added commitment might be too much on top of your day-to-day responsibilities. Your supervisor will appreciate the open and honest dialogue, and you will have demonstrated a level of consideration that will keep you in good standing. If you do decide to run, your supervisor will be more understanding of the amount of work that you’re taking on, due to the conversation you had before accepting the nomination. In my experience, most supervisors in academic environments will be proponents of serving on professional boards, and many will be able to relate their own experiences with professional volunteer work.

If you need help justifying the increased time and responsibility that serving in an association role will bring, focus on transferable skills that will help you excel in your primary job. Serving in a leadership role within a chapter of AALL gives you free education in everything from leadership to project management to effective delegation of duties. These are all skills that will serve you well over the course of your career and make you even more valuable to your employer. While there will certainly be a time commitment associated with serving on a chapter board, proper framing—both in your own mind, and, if necessary, to your supervisors at work—should convince you that the net benefits of serving on a professional board are greater than the sum of the hours volunteered.

Professional organizations like AALL rely on talented volunteers to make them work. It sounds to me like those who know you think very highly of you, which is never a bad thing. Good luck with whatever you decide to do!

Dolly: Being active in a professional association can be such a valuable part of one’s working life, but let’s face it: doing so can take a lot of time, and you usually are not paid for your time and efforts. For people already juggling a lot of responsibilities at work and at home, the choice to be involved with any professional group has to be carefully weighed against all the other things going on in their lives. For you, it sounds like you’ve already been active in your chapter, so taking on a leadership role is a logical, and exciting, next step. To me, getting to shape the future of the organization you’re a part of is one of the best aspects of association membership.

When considering this leadership role, don’t think of it as being in competition or conflict with your work, think of it as a complement to it. What kinds of opportunities will be involved in your chapter’s programs and committees? Consider how much you’ve already integrated chapter work into your work life. For many years I’ve worked on different subcommittees of their conference planning committee. At the same time, if it was difficult for me to find time to attend the association’s meetings or conference, I probably wouldn’t want to take on more of a role with them.

This definitely sounds like an exciting opportunity that you’re ready for!

Maribel: My typical response to being asked to take on more is to say “yes,” and figure it out later. You have a better head on your shoulders than I do for thinking through this. It sounds like taking on a bigger role in your chapter is something you are interested in doing, and you have been noticed as someone your chapter thinks would be a good leader—two great starting points.

I spoke with Alicia Pappas, associate director of research and library services at KPMG, to help me think through your question. Alicia is very active in both her local chapter and in AALL’s Private Law Librarians & Information Professionals Special Interest Section, for which she recently chaired the.
annual Summit. Currently co-chairing the Local Arrangements Committee for the 2019 AALL Annual Meeting, she is well-versed in juggling work and association commitments. Alicia recommended understanding your own time constraints and thinking about the potential time commitment to the association in terms of hours per month. Doing so will allow you to better quantitatively measure whether you realistically have the time needed to devote to the chapter. It will also help to explain to your colleagues the time you will be spending on chapter matters.

Do your homework and think about the following: How many meetings will you be required to attend in person? Is most business conducted over phone calls or email? Will association work be steady over the year, or will the bulk of your time commitment be concentrated in a short period of time? Is the work something best done during the work day, and do you have buy-in from your supervisor and colleagues to do association work during the day if necessary? Thinking about this in terms of hours per month, you might discover that the time commitment may be more manageable than you originally thought. That said, association commitments can sometimes add up close to a second job, so you will want to think about the time you will be spending at work and outside of work.

If, after you have considered your time constraints and the time commitment required by the office, you decide that you don’t have the bandwidth for this particular office, that is okay, too. Alicia says, “don’t be afraid to say ‘no,’ or ‘no, but…’” We encourage you to stay involved in the organization to the extent that you can. Volunteers who are willing to commit time, energy, and enthusiasm can be hard to come by. Again, think about your own time constraints. If you don’t have the time to attend meetings in person or join many conference calls during work hours, join a committee that does most of its business over email. If you anticipate that the fall months will be busier than the rest of the year where you work, volunteer to run for an office or chair a committee that does all of its work in the spring. Talk to people on the board or in committees to find out what the different board positions and committees do, and how time is allocated. If you find that you are being stretched too thin, we also encourage you to focus your interests and volunteer for committees or officer positions for which you have the most passion. Scott and Dolly both make great points about developing transferable skills from association work, and you’ll also want to factor that into your decision.

Whatever you choose, I hope you do stay involved in your local chapter and in the association. We’re always looking for great future leaders like you!”

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MEMBER-GET-A-MEMBER PROGRAM

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You know that we are stronger, smarter, and more successful together. Help create an even more vibrant Association—invite your peers, colleagues, and staff to join AALL—through the AALL Member-Get-a-Member (MGAM) Program.

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learn more at bit.ly/AALL-mgam
Described as the political Capital of the World, Washington, DC, is home to the United States Federal Government and numerous international institutions. Not surprisingly, it’s one of the most visited cities in the world, with more than 20 million annual tourists. The city offers a world-class public transportation system, unique venues, award-winning hotels, and hundreds of free things to do. Plus, there’s no shortage of entertainment, from monuments and memorials to world-class museums and eclectic neighborhoods with true local flavor—Washington, DC, is a place unlike any other.

For more helpful tips to make the most of your trip, visit bit.ly/AALL19DC.
AALL DAY ON THE HILL:

ADVOCACY
LEADERSHIP
TRAINING & LOBBY DAY

Friday, July 12
8:30 a.m. to 5:00 p.m. (EDT)
Marriott Marquis
Washington, DC

• Join your colleagues in Washington, DC, for advocacy training and AALL Day on the Hill.
• Learn about AALL’s information policy issues and how to successfully advocate for law libraries and the legal information profession.
• Meet with your members of Congress and their staff.
• Open to AALL members only; no prior legislative experience necessary.

learn more at bit.ly/AALL19LobbyDay
In a world where legal information is fast-moving and constantly evolving, AALL members have unique roles as industry drivers, constantly finding new ways to deliver greater value to stakeholders and colleagues. How do you put your ideas into action? This 1.5-day program is designed specifically for legal information professionals—cutting through the jargon and offering real-world examples of how you can amplify your skills and resources, create new value, build support for your ideas, and foster a culture of innovation.

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- Strategically pitch your solution to those whose support you need
- Navigate unforeseen challenges to implementation
- Practically test and measure the success of your project
- Connect to a network of proactive problem solvers
- Build internal and external partnerships to raise the profile of your services
- Invigorate your workplace’s culture to promote ingenuity and cooperation

Learn more at bit.ly/AALL-innovation