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Final Thoughts, New Beginnings
Timely & Timeless Best Practices

After three years at the helm, this is my last column as editor of AALL Spectrum. Because there are so many people who work so hard to ensure the success of the magazine, it is impossible to thank everyone here. The staff at AALL, in particular Heather Haemker, spend countless hours working with authors and the editorial board to bring AALL Spectrum to your mailbox and inbox. Heather’s hardest task may well have been wresting an Editor’s Note from me every two months, and for that, and all her incredible behind the scenes work, I am very grateful.

The authors and columnists generously give their time and intellect for the benefit of AALL’s members who read the magazine. One of my favorite parts of this position has been learning about the unique and creative things that members from across the wide diversity of libraries, positions, and life experiences, are doing to enhance the profession, as well as the pages of AALL Spectrum.

Editorial board members, current and previous, give of their precious time to read article proposals, brainstorm topic ideas, and shape the direction of the magazine. I’ve so enjoyed getting know each of you and helping put your creativity and wisdom to work for the membership.

Steve Lastres, a current member of the editorial board and director of knowledge management services at Debevoise & Plimpton LLP, is taking over as editor. Steve is masterful at connecting people and ideas and his boundless energy and innovation will provide a wonderful new direction for AALL Spectrum. I look forward to reading the magazine under his direction.

Finally, special thanks to you, the readers, for engaging with the magazine and sharing your thoughts about an article or column that inspired you. Thank you for sharing what you liked and didn’t like. AALL Spectrum is your professional magazine.

I hope you enjoy this issue, focused on Best Practices. If you have a new colleague starting soon, don’t miss the suggestions for how everyone on the team can support the transition. If multi-institutional collaboration sounds like a dream come true, read how the Boston-area law schools have pooled their purchasing power. Discover how embracing some chaos, without abandoning order, can help you be more productive and creative. Finally, rounding out this wide-ranging issue is an article focused on the Presidential Records Act. The authors have done a tremendous job shedding light on and bringing new perspectives to these topics. I hope you enjoy the issue.

Kristina L. Niedringhaus
krisni@gsu.edu
CREATING SUCCESSFUL WORKPLACE TRANSITIONS

Best practices for helping new colleagues successfully integrate into your organization and its culture.

BY ANDREA ALEXANDER

THE BENEFITS OF COLLABORATIVE PURCHASING

How the Boston Academic Law Library Collaborative and Edward Elgar Publishing formed a unique partnership to broaden access to legal resources across their institutions.

BY ANNA LAWLESS-COLLINS & KATY WIGHT

EMBRACING MESSINESS IN THE LAW LIBRARY (WITHOUT ABANDONING THE CHECKLIST)

Comparing The Checklist Manifesto and Messy approaches to providing legal research instruction and workplace solutions.

BY DAVID McCLOSKEY & BEAU STENKIN

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- Research + Analysis  
- Information Management  
- Teaching + Training  
- Marketing + Outreach  
- Management + Business Acumen
LEADER PROFILE

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REFERENCE DESK

The changing law library.

BY DOLLY M. KNIGHT, MARIBEL NASH & SCOTT VANDERLIN
If retirement is in your near future, and 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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* 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 legal information profession, share common interests, and further personal and professional activities. Learn more at bit.ly/AALLEncore.

KNOW SOMEONE ABOUT TO RETIRE? The Sustaining Member benefit makes a great retirement gift!

learn more at bit.ly/AALLsustainingmember
Even as new demands arise, legal information professionals continue to be relevant, responding nimbly to changes in the legal industry with our members upgrading or looking to enhance their technology and project management skills, particularly in the areas of data analytics, machine learning, and artificial intelligence.

The increase in acquisition of digital resources versus print continues even as most library budgets have experienced decreases, remained flat, or increased minimally.

Space is changing in libraries, with some of the footprint assigned to print collections making way for other dynamic institutional purposes. Overall, the legal industry landscape continues to evolve rapidly. Nevertheless, due to the proven resiliency and resourcefulness of our members, the future of our profession remains bright.

A few months ago, I was interviewed for the AALL Spectrum leader profile and was asked what my favorite quote was. At the time I answered, “To everything there is a season.” Yes, I am waxing a bit reflective with my term as AALL President coming to a close and as I pen my last President’s Message. To say that the year has hurtled by with many initiatives and developments is somewhat of an understatement. It has certainly been a whirlwind, roller-coaster season of sorts, thankfully of more highs than lows. But I also recognize that it is both the high and low experiences that shape, mold, and develop the best in us. I am extremely grateful for the support of AALL members, with many of you dispensing words of encouragement and providing constructive feedback. I am also thankful for a stellar Executive Board, great colleagues, and the wonderful staff at headquarters who implement the vision. Almost halfway into my term, I changed jobs and moved to another library and warmer location, but was able to continue the business of the Association without missing a beat. This was made possible, in large part, due to the support from a superb team at home and at work.

Thank you for the awesome privilege of having served as the President of your Association this past year. I hope to see you this summer in Washington, DC for what promises to be another dynamic conference.
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The inaugural AALL State of the Profession report covers a range of data on institutional and professional development topics based on survey responses from 883 librarians in each of the three main law library types (academic, government, and firm/corporate). The information below focuses on job satisfaction and offers a few other report highlights for each library type.

**ACADEMIC**

**ARE YOU SATISFIED WITH YOUR CURRENT POSITION?**

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82.1 percent are satisfied or very satisfied with their current position.

**GOVERNMENT**

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89 percent are satisfied or very satisfied with their current position.

**FIRM/CORPORATE**

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76.8 percent are satisfied or very satisfied with their current position.

**HIGHLIGHTS BY LIBRARY TYPE**

**ACADEMIC LAW LIBRARIES**

- **Budgets**: The average academic law library budget decreased by 17.2 percent between 2013 and 2018; the median budget declined by 25.8 percent.
- **Teaching**: 96.7 percent report that law librarians teach for-credit classes; 66.1 percent of respondents have formal teaching duties.
- **Law School Graduates**: 60.3 percent were very confident or confident in graduates’ legal research skills, whereas less than 40 percent were confident or very confident in their general technology skills and general information literacy.

**GOVERNMENT LAW LIBRARIES**

- **Budgets**: Budgets for government law libraries increased an average of 2.9 percent (total) from 2013-2018.
- **Library School Graduates**: Competencies most lacking in library school graduates: emotional intelligence, teaching/instruction, and verbal communication/presentation skills.
- **Library Usage**: 43.4 percent reported more library users in 2018 compared to 2013.

**FIRM/CORPORATE LAW LIBRARIES**

- **Budgets**: Budgets increased by 8.1 percent overall between 2016 and 2018.
- **Staffing**: 28.4 percent of directors plan to add staff in the next two years.
- **Outsourcing**: 13.5 percent report that outsourcing has impacted library positions.

Get to Know Your 2020 AALL Executive Board Candidates

When it comes to forward thinking and extensive legal expertise, AALL’s membership runs deep. Every year, AALL’s Nominations Committee puts forth a list of candidates for various positions on the Executive Board.

This year’s group of Executive Board candidates goes beyond the basics and provides members with a more in-depth perspective of who they are and what their goals are for the Association. Learn more about each candidate before the election begins on October 1.

Q&A PERSPECTIVE

CANDIDATES FOR VICE PRESIDENT/PRESIDENT-ELECT

ELAINE M. EGAN
Director, Global Library & Information Services
Cleary Gottlieb Steen & Hamilton LLP
NEW YORK, NY

Q What are the most important issues facing the legal information industry and AALL members right now?
Issues for our members are not dissimilar to those of our employers. We are challenged to reimagine access to trusted content, support budget and procurement goals, and adapt to changing organizational priorities. In other words, we are working within the complexities of organizational sustainability.

Q What should AALL’s top priority be in positioning the legal information profession for the future?
AALL always supports our community by being nimble in its approach to serving and supporting our membership. Our professional requirements are far-reaching and include leveraging our collective influence, education, and employment opportunities. However, no issue is more imperative than talent development. If academic library and information programs are not thriving, new members are not entering our profession and we are at a standstill.

Q Who or what has had the greatest impact on your professional life?
There are several individuals and opportunities that have influenced my professional life, but one opportunity truly cemented my career. During my MLS program I was hired as an intern with a law firm library, and to this day I am so grateful to that firm and the support they offered me.

Q What’s the best advice you have ever received?
Listen with empathy.

Q What is the greatest opportunity available to law librarians and legal information professionals right now?
Creating synergistic information initiatives. We excel in connecting people, process and technology, and leveraging relationships and knowledge. These are opportunities that exist everywhere, every day.

Q Who is your personal hero?
My hero will always be my mother. Professionally, my mother taught me to be resilient and to love what I do. After graduating from college in the 1950s she started her career with accounting and
finance group AIG. Throughout her career she developed a keen awareness of corporate culture and people; she never fails to give me sound advice.

**Q** If you could have any superpower, what would it be, and why?
My husband a Tarte Tatin; it is shameful that I keep buying them for his birthday.

**Q** If you could master one skill right now, what would it be?
It would be fantastic to be able to make a Tarte Tatin.

**Q** What is something we don’t know about you?
I believe solitude is a luxury. I like to wander off to be alone sometimes.

**Q** What are the most important issues facing the legal information industry and AALL members right now?
Advocacy and access to justice are two of the most important issues facing the legal information industry today. AALL works hard to advocate for preservation and freedom of legal information, but technology, government policy, and the business of data are evolving so rapidly it is challenging to stay ahead of the curve. Not only must we remain vigilant in monitoring these issues, we must continue active engagement with the legal industry and government, using our expertise to help guide solutions and ensure accessibility and preservation for all.

Regardless of library type, facilitating and promoting access to justice is a top priority. Attorneys, judges, students, and the public all require access to authoritative legal materials and professional guidance. AALL members are access to justice leaders and this fact needs to be promoted and recognized by the legal industry and beyond. I would like to see AALL broadly recognized as the access to justice authority.

**Q** What should AALL’s top priority be in positioning the legal information profession for the future?
Outreach to new and nontraditional legal information professionals is a priority to position AALL for the future. Many seasoned legal information professionals are retiring. As a result, there are many available positions announced, but I am hearing from my colleagues that it is difficult to find qualified applicants. I would like to see AALL boost outreach to students to promote awareness of the legal information profession and to offer a mechanism to promote mentorships and suggested curriculum to succeed in our profession. Such a program could be promoted nationally and through AALL chapters at the local level. We must recruit members into the profession to remain vital.

I also see legal information positions announced with new titles such as Research Attorney, Competitive Intelligence Analyst, Knowledge Resource Specialist, and Digital Collection Manager. The qualifications and educational requirements for these positions are as diverse as the titles. Are we reaching these new legal information professionals? I would like to see AALL broaden our reach to include all possibilities of legal information professionals. As legal information services evolve, so must AALL to reflect these trends.

**Q** Who or what has had the greatest impact on your professional life?
My memberships in the Northern California Association of Law Libraries and AALL have had the greatest impact on my professional life. Having a forum in which to network with colleagues and participate in continuous learning opportunities, from informal brown-bag lunches to formal educational programs, has been invaluable and fun.

**Q** What’s the best advice you have ever received?
Don’t get too attached to the physical collection or a set way of providing services. Stay open to opportunities to change and adapt.

**Q** What is the greatest opportunity available to law librarians and legal information professionals right now?
Getting involved and volunteering in local and national professional associations provides the greatest opportunity to law librarians and legal information professionals right now. I can’t say enough about the power of meeting your colleagues and building a network where you can ask questions and share information. Whether it is a new resource, a best practice, finding a difficult piece of information, or delivering a new service, there is a colleague out there who either has the same question or knows something about it. We all have so much to share and learn from one another.

**Q** Who is your personal hero?
Iggy Pop is my personal hero. I admire his perseverance and positive attitude through more than seven decades of adventure in rock and roll. He is always trying something new and reinventing himself. Every week he turns me on to new music on his BBC6 radio show. I love how devoted he is to promoting new artists. He is a master of his art, exudes confidence with humility, and is one of the happiest people on Earth.
If you could have any superpower, what would it be, and why?
I would like to have the power to time-travel. I read a lot of biographies and I wish I could go back and see some of the amazing times I only read about.

If you could master one skill right now, what would it be?
I would like to learn how to cook Indian food. I enjoy the flavors and ingredients, but it seems rather complicated to make.

What is something we don’t know about you?
I am a huge fan of live music, attending one or two live shows a week. I love to see musicians, working together to push energy and creativity from the stage into the crowd. There is nothing like dancing with my partner and a crowd of fans and friends, all reacting to the beat and melody separately, yet together. The energy is intoxicating and inspiring.

What is the greatest opportunity available to law librarians and legal information professionals right now?
As legal service provision and legal publishing break out of traditional molds, face disruption, and become more fragmented and diversified, we legal information professionals, who are deeply connected to and aware of our users’ needs and the environments in which we work, are especially well positioned to take on interesting leadership roles and solve problems in our workplaces.

Who is your personal hero?
I don’t identify with one particular person as a hero but I greatly admire those people who, despite being in the midst of conflict of varying degrees, make every attempt to engage thoughtfully with, to understand, and even to love their adversaries; such individuals seek to understand the other’s point of view, and believe fervently in the power of listening and dialogue.

If you could have any superpower, what would it be, and why?
I would relish the chance to be in two places at once so that I could read uninterrupted for hours while also working and doing chores.

If you could master one skill right now, what would it be?
There are any number of technology competencies I’d like to achieve, but, truly, the skill that I’d like most to foster is fluency in Spanish.

What is something we don’t know about you?
I’m a groundskeeper, or at least that’s what I call myself. Our three-generation household supports each other in many ways; one of my main contributions is the upkeep of 16 beautiful acres.
as a guide to ensure our programming, resources, initiatives, visibility, communications, and recruitment methods, etc. relate to the domains and competencies of our profession. As legal information professionals we should also be leveraging the BoK to help us advance, develop our strengths, and identify where there may be a chance to develop our skills and interests. I think we also need to consider further collaborations with other entities, offering educational opportunities that relate to the BoK domains and competencies, as well as continue to support and develop leadership opportunities.

What should AALL’s top priority be in positioning the legal information profession for the future?

With the new Body of Knowledge (BoK) that has come out, AALL should use this skills even further with artificial intelligence, data analytics, and blockchain. We have the chance to be the change and make an impact by being ready and ahead of the curve. Regardless of the segment you work in, these areas influence and impact each of us. We should continue to join in efforts to help one another to adjust and develop!

Who is your personal hero?

My dad. There was never a day I saw someone work so hard to put a roof over my head and food on the table. He taught me what it means to have a strong work ethic, to be nice to others, and to appreciate what you have and what you can give.

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

Cloning or replication. Wouldn’t it be great to present your research at a conference in person halfway around the world AND be able to work that same day in a different location at the same time to not get behind or feel overwhelmed when you return? Or to enjoy a vacation as relaxing clone … while working clone is working!

What is the greatest opportunity available to law librarians and legal information professionals right now?

The future is very bright! Law librarians and legal information professionals have the opportunity to develop their vast
What should AALL’s top priority be in positioning the legal information profession for the future?

Law librarians and legal information professionals are most successful when we are well informed and knowledgeable in diverse areas, but especially information technology, before our constituents ask about them. This means we need educational resources that are effective, relevant, and current. This should be AALL’s priority for positioning us all for the future. I would like to see courses developed that align with the Body of Knowledge (an effort that is getting underway) as well as specialty courses and even certifications. Personally, I would like to learn more about metadata, electronic resources management, encryption, and knowledge management.

Who or what has had the greatest impact on your professional life?

My colleagues, both here at Indiana University and throughout AALL, have had a tremendous impact on my professional life. I work or have worked with a variety of people—people who are smart, experienced, intellectually hungry, driven, dedicated to teaching, visionary, and/or excellent at the day-to-day tasks that keep an institution running—and I have learned so much from all of them about what goes into being a law librarian. When I think back on how little I knew when I started, I am astonished, and I am so grateful that I am part of this community of remarkable people.

What’s the best advice you have ever received?

Never let your boss be taken by surprise. It has done me a world of good to follow this advice. Even when something does not seem important, I fill my boss in on what is happening. As a result, we have a trusting and resilient relationship.

What is the greatest opportunity available to law librarians and legal information professionals right now?

We need to develop and exert our expertise over not just legal research but information generally. Of course, we know the traditional legal research resources, but we also “get” (or can learn) knowledge management, document automation, business intelligence, client management, information governance, web and social media presence, authentication and security, and so on. We are poised to spot new information needs and opportunities and to expand our expertise to master them. As a profession, we need to seize this potential and make it our own.

Who is your personal hero?

When I think about heroes, no single person stands out. Instead, I have tremendous admiration for all the women who have been willing to fight for social change, to break barriers, to broadcast that they are smart and brave and eminently capable. I think of women like Madeline Albright, Sandra Day O’Connor, Septima Clark, Helen Keller, Ada Lovelace, and Abigail Adams. I have particular admiration for women who have managed the intricate balance of mothering while also pursuing professional interests. There are many heroes, both sung and unsung, and I continue to learn from them.

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

In this busy life, I have always thought it would be handy to be in two places at the same time. I could accomplish more, sleep more, have more fun, and just be better at everything.

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

Time travel would be amazing, but I’ll settle for speaking Mandarin.

What is something we don’t know about you?

I told Woody Harrelson that he could not smoke marijuana in my car. When this happened, in 1998, he was in the passenger seat of my less-than-glamorous Mazda 626, as I drove from the Kentucky Court of Appeals in Frankfort, where I had
attended a court hearing on charges against Woody for planting hemp seeds, back to Lexington. I went to the hearing that day because I had published an article in the *Kentucky Law Journal* about industrial hemp as a replacement crop for tobacco for Kentucky farmers (back in the days of big tobacco litigation).

As I stood back to observe the media circus, Woody came over and asked who I was. We spoke about my article for a few minutes, and then he suddenly declared to his entourage that he was riding back to Lexington with me. About 10 minutes into the drive, the smoking conversation happened, and I had nightmare visions of getting pulled over for speeding (which I was, since I was more than a little nervous with Woody Harrelson in the car), only for the cop to discover Woody Harrelson with pot in my vehicle. I suspected that the cop to discover Woody Harrelson with pot in my vehicle. I suspected that Woody Harrelson in the car), only for me to be in positioning the legal information profession for the future? Continuing to champion the importance of legal information professionals and legal research in every facet of legal education, every facet of legal practice, and every facet of law making. We are indispensable to the functioning of the American legal system. We know it and others know it too, but we just have to keep reminding them of it. Constant advocacy, by us and for us, is going to be key with law school administrations, law firm partners, state legislators, local legal communities, legal aid services, and the public. We'll have to keep our face out there all the time. But it's a friendly face, so it shouldn't be a problem.

**Q** What should AALL's top priority be in positioning the legal information profession for the future?

**What's the best advice you have ever received?**

My mom, who had a bit of a rough life growing up, used to say to us kids, “In this world, you have to learn how to take care of yourself, because no one is going to take care of you for you.” She didn’t mean this to be negative or cynical, and she didn’t mean that no one was ever going to be there to love, help, and support us. She just meant “Know who you are, find your inner strength, and be happy being with yourself. It’ll make the peaks of life more enjoyable, and the valleys easier to get through.”

**What is the greatest opportunity available to law librarians and legal information professionals right now?**

I would say the greatest opportunity available right now is this generation of law students. I really think we are seeing a resurgence of interest in the richness of library resources (beyond Google and Wexis), the nuances of legal research (beyond Google and Wexis), and the value of consulting with information professionals (you know what I’m going to say). My Advanced Legal Research students seem increasingly open to and interested in learning about the whole universe of legal information. If we keep tapping into this and building up a new generation of sophisticated legal researchers, it can only be good for all of us.

**Who is your personal hero?**

Well, it changes all the time, because it’s really every person, everywhere, who had to be the “first” at something previously dominated by another powerful group. The courage that it takes to do something like that is astounding to me—having to be perfect, having to be gracious, all eyes on you and maybe most of those eyes hoping you’ll fail, some trying to sabotage, some full of hate. So it changes, because all the time I’m learning about someone new, past and present, big and

**Who or what has had the greatest impact on your professional life?**

Penny Hazelton. I was living in Seattle (I’m from Washington), middle-aged, “down-sized” one time too many (early 2000s), and at a pretty low point. I had wanted to be a librarian since I was a little girl and I had the law degree and so I thought, “Well, I wonder if I can get into the University of Washington program?” Penny gave me a chance when nobody else would and changed my life. I used to sit there and think, “I can’t believe I’m being taught all of this by Penny Hazelton herself.” Sixteen years later and I’m still grateful and loving this profession.

**What are the most important issues facing the legal information industry and AALL members right now?**

To me, the most honest answer, the reality that cuts across all workplaces, is shrinking budgets, limited resources, and being told to “do more with less.” And, I believe, the resultant depressive zeitgeist in our profession that has developed because of that reality. You have to think about where your industry is going in the long run in order to prepare for changes. But my immediate challenge, what faces me every day when I walk into work, is staying relevant, proving worth, “doing your best with less,” continuing to serve the patrons with as few bumps as possible, and finding the energy and spirit to keep coming back.
What's the best advice you have ever received?

“It’s not all about you.” I think about this often when I’m planning a new resource rollout, conducting new hire orientations, and dealing with colleagues. Everyone processes information in different ways. Everyone has a different agenda. The trick is to try and put yourself in their shoes and think about what would be the best way to approach the situation from their perspective.

What is the greatest opportunity available to law librarians and legal information professionals right now?

Innovation. So much is happening in our industry with regards to technology. I know that a lot of librarians are like me and love learning, which means we’re uniquely situated to take advantage of the situation, expand our knowledge, and communicate the value of these new resources and services to others.

Who is your personal hero?

It sounds cheesy, but probably my dad. He grew up extremely poor in west Texas and essentially had to fend for himself from the time he turned 13. Despite these challenges, he served in the military, put himself through college and graduate school, traveled extensively throughout Europe and the Middle East with my mom, and helped to raise three kids without much of a fuss. He reminds me on a regular basis that sometimes you just need to keep moving forward, no matter what’s behind you and not knowing what’s ahead of you.

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

Teleportation, because there are so many places I want to visit and there’s so little time. Wouldn’t it be nice to instantly be transported across the world without worrying about how to get there, how long it will take, and what issues might occur along the way? Plus, if it was truly a superpower and not
If you could master one skill right now, what would it be?
I’d love to become more proficient at data analysis, including learning R (data mining software).

What is something we don’t know about you?
I hiked the Grand Canyon rim-to-rim 20 years ago, lost five toenails (one permanently), and have been itching to do it again … minus the foot trauma. If you haven’t been there, the Grand Canyon truly deserves its reputation as one of the Natural Wonders of the World!

What are the most important issues facing the legal information industry and AALL members right now?
Having a seat at decision-maker tables as we collectively adjust to having increased responsibilities and demands for diversifying our skills, while also being faced with decreasing budgets and resources. We also should strive to be leaders in how we adapt to new cultural norms while also remaining a positive apolitical force in an age of toxic partisan politicization.

What should AALL’s top priority be in positioning the legal information profession for the future?
Continued progress on what we do to promote ourselves and the value we bring to our organizations as law librarians and legal information specialists in the digital age. Also, we should conduct an inward-look at our organization as a whole, with an increased focus on recruitment, retention, opportunities for newer members, and more engagement from the overall membership.

Who or what has had the greatest impact on your professional life?
I have been so fortunate to be mentored and supported by some truly amazing colleagues along my career path, starting on the front lines serving the local legal community at the Bowen School of Law/Pulaski County Law Library alongside a team of talented and selfless librarians, including former and current directors Mike Beaird, June Stewart, and Jessie Burchfield. I was lucky to cross paths with AALL’s former president Greg Lambert early in my career and have been so grateful for his advice and friendship along the way. I have also been incredibly lucky to work with some great people during my time involved in the leadership of the Southwestern Association of Law Libraries, and have a whole chapter of people I consider friends that I am grateful I can turn to in my professional life. Lastly, the relationships I have built over my two visits teaching in Poland are some that I truly value.

What is the greatest opportunity available to law librarians and legal information professionals right now?
Becoming more involved in the planning of the future of legal education.

Who is your personal hero?
My father, George “Buster” Woodmansee, who at 81 is still the most brutally honest fellow I know. He continues to push me to be a better man and father to my own children. Also, as someone who grew up in Missouri as an avid baseball fan, I’ve long been inspired by the life and career of Albert Pujols, and I enjoy watching him achieve career milestones now with my L.A. Angels and the work he does for the Down syndrome community through his family foundation.

If you could have any superpower, what would it be and why?
Definitely the ability to travel in time! I would love to go all Forrest Gump and place myself at a few key moments in history and have the ability to improve the course of the world somehow… and maybe even place a Grays Sports Almanac in my hands.

What’s the best advice you have ever received?
Don’t strive to be the best around you, strive to be the best you can be.

What is something we don’t know about you?
I have a twin brother, Joe, who was born with Down syndrome. Despite the challenges for him and our family, growing up together gave me an empathy toward others and a “can do” attitude outlook toward the life that I am blessed to have.

As we take on more diverse roles and increased responsibilities for formal instruction, we should have a bigger voice in the development of curriculum, both in traditional courses and in new areas such as online classes, skill practicums, and opportunities in international legal education.

Jeff B. Woodmansee
Associate Professor of Law Librarianship
University of Arkansas at Little Rock
William H. Bowen School of Law/Pulaski County Law Library
LITTLE ROCK, AR
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GOAL SETTING RECS

What book or resource helped you create a new habit or set new goals, either personally or professionally?

1. THE OFFICIAL BOY SCOUT HANDBOOK by William Hillcourt (Boy Scouts of America; ninth edition, 1978). “My first copy of the Handbook was given to me when I joined the Boy Scouts of America at the age of 12. The handbook not only provided me with direction for my advancement to Eagle Scout over the next six years, it has served as a guide for my whole life. One of the first requirements upon joining the Scouts is to memorize and then explain in your own words the Scout Oath: ‘On my honor I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.’ My life’s compass for morals, ethics, and values was set with the priorities of God, Country, Others, and Self. The handbook also provides introductions to practical matters. One example is cooking. The handbook includes guidance for the skills of planning a menu; shopping for food, checking you have the needed utensils, and cleaning and storing it all away afterward. These are skills every child should learn along their path to becoming a self-sufficient adult.”

Edward T. Hart; Assistant Dean for the Law Library and Lecturer of Law; UNT Dallas College of Law Library; Dallas, TX

2. THE GIFT OF FEAR: SURVIVAL SIGNALS THAT PROTECT US FROM VIOLENCE by Gavin de Becker (Dell; May 11, 1999). "Workplace safety is a universal concern. I have worked in many types of libraries during my career, always offering reference where difficult interactions occur regularly. Gavin de Becker’s book empowered me to create two work and life habits: 1) to trust myself and my reactions, and 2) to evaluate every difficult situation with care. In addition to being the ‘bodyguard to the stars,’ de Becker’s career includes very specific work on MOSAIC, a threat assessment tool used by government entities including the U.S. Marshals. In his chapter on ‘Survival Signals,’ de Becker lists methods used by criminals to distract victims from the danger at hand: Forced Teaming, Charm and Niceness, Too Many Details, Typecasting, Loan Sharking, The Unsolicited Promise, and Discounting the Word ‘No.’ Understanding the most common strategies used by criminals helps me avoid reacting based on unconscious bias while at the same time trusting my own instincts in the midst of a difficult interaction.”

Lisa A. Goodman; Associate Law Librarian for Administration; Lillian Goldman Law Library; Yale Law School; New Haven, CT

3. SIX THINKING HATS by Edward de Bono (Penguin UK, May 10, 2016). “Six Thinking Hats provides a framework for systematically working through issues and making decisions. The book stresses an organized approach for thinking, which it describes as ‘the ultimate human resource.’ The six hats are designated by color to help you associate them with the different points of view they are intended to elicit: white hat—neutral and objective, concerned with facts and figures; red hat—the emotional view; black hat—careful and cautious, the ‘devil’s advocate’ hat; yellow hat—sunny and positive; green hat—associated with fertile growth, creativity, and new ideas; blue hat—cool, the color of the sky, above everything else, the organizing hat. Since being introduced to this book and this way of thinking, I try to employ it whenever I have an important decision to make. I find that it really does help you take the blinders off and try to objectively see things from every angle.”

Jennifer Laws; E-Resources and Scholarship Librarian; University of New Mexico Law Library; Albuquerque, NM

4. RESCUE TIME (rescuetime.com). "Time management is an important skill [and challenge] in every industry. For librarians balancing ongoing projects and time-sensitive patron requests, time management is essential. RescueTime is a time management analytics app that shows you how you spend your time and provides tools to help you be more productive.” While the maxim, ‘What gets measured gets managed’ is sometimes taken too far, RescueTime’s detailed reports about how I’m spending my time (based on automatic program and browser tracking) and its customizable tools for restricting distracting websites have helped me make a habit of time management. I procrastinate less, apportion my time more deliberately on a daily and weekly basis, and have generally increased my productivity with the assistance of this helpful app.”

Thomas Druke; Scholarship & Data Librarian; D’Angelo Law Library; University of Chicago; Chicago, IL
Member Profile

Leslie Greenwood

Reference Librarian

Minnesota State Law Library

St. Paul, MN

If you wrote an autobiography, what would its title be, and why?

All Roads Lead to Home. A story of not always knowing where I was going or where I wanted to be. Setbacks and detours are part of a successful journey. I have learned that being too destination-oriented almost guarantees that you will get lost.

Favorite thing about your job?

I never have to worry about reaching that place in my job where I “know everything.” Instead, I enjoy endless opportunities to investigate and learn about something new. We have such a positive and friendly team here, and I truly treasure being part of it.

Favorite quote?

I once heard a musician say: “Always try to be one of the worst guys in your band. If you’re the best, you are probably in the wrong band.” We all face pressure to “be the best” at what we do, but I’ve learned to appreciate not being the best and having the chance to work with people who might be more skilled and knowledgeable than myself. That kind of opportunity offers me the chance to stretch and grow, and hopefully become my personal best.

What’s your greatest achievement and how has it shaped you?

Successfully going back to school and changing careers while dealing with many (though not all) of the normal adult responsibilities at the same time. This transition taught me that I can change directions as I need to.

A skill you’d like to learn?

I’ve always wanted to learn to weld. Abandoned scrap metal lying on the sides of streets and sidewalks speaks to me. I wish I could collect those scraps and weld them into meaningful sculptures.
NEWS & NOTES

AALL 2019 is July 13-16
Make the Most Out of Your Experience

BEFORE YOU GO


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

Practice Your Pitch. The AALL Career Center Office connects job seekers and employers. Update your resume and visit the Career Center for on-site opportunities; search AM19.

Hiring On-Site? Reserve your interview rooms today. Please email AALL Membership Manager Kylie Weller Laga at kweller@aall.org.


WHILE YOU’RE THERE

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

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

Meet the Executive Board Candidates—get to know them and inform your vote.

ShopAALL—add some flair to your conference attire.

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

JOIN THE CONVERSATION: #AALL19 Learn more at www.aallnet.org/conference

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• expand your network of peers
• receive valuable publications including AALL Spectrum
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If you have any questions about your membership renewal, contact AALL Headquarters at 312.205.8022 or membership@aall.org.

2019 CALENDAR

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
17-18 AALL Executive Leadership Institute, Washington, DC (new)
29 Proposed Revisions to AALL Bylaws & Ethical Principles voting begins

AUGUST

29 Proposed Revisions to AALL Bylaws & Ethical Principles voting closes
30 Proposed Revisions to AALL Bylaws & Ethical Principles voting results announced

OCTOBER

01 AALL Executive Board election opens
10-12 Western Pacific Chapter, American Association of Law Libraries Annual Chapter Meeting
17-19 Mid-America Association of Law Libraries Annual Chapter Meeting
23-25 Ohio Regional Association of Law Libraries Annual Chapter Meeting
31 AALL Executive Board election closes
TBD AALL Competitive Intelligence Foundations

NOVEMBER

01 AALL Executive Board election results announced
02 AALL Fall Finance & Budget Committee Meeting
02-04 AALL Executive Board Fall Meeting
TBD AALL 2020 Program Selection Meeting

QUICK LINKS

AALL ANNUAL MEETING bit.ly/AALL2019
AALL EDUCATION bit.ly/AALLeducation

JULY/AUGUST 2019 | AALL SPECTRUM 19
CREATING SUCCESSFUL WORKPLACE TRANSITIONS

BY ANDREA ALEXANDER
The likelihood that you will be joined by new colleagues at a workplace where you are already an established employee is quite high. Supervisors are usually the ones tasked with formal onboarding, and that process is given varying weight at different types of institutions. But the role of the non-supervisory worker can be in its own way equally important, if not more so, and is often less emphasized.

During my four years at Vanderbilt Law Library, we saw a complete turnover of the librarian staff (aside from director Larry Reeves). Being privy to the transition process for five colleagues over that time informed my perception of how existing team members can contribute to the integration of new librarians into an institution’s workflow and culture.

However, a single anecdote is not data, and therefore I reached out to get input from others familiar with onboarding from the perspective of an established team member. Through informal discussions and a more formal request for comments about the process with my own professional network, I’ve assembled a set of suggested considerations for transitioning new members to your team, whether your role is senior, parallel, or subordinate on the organizational chart (or, as in the case of one of my interviewees, no longer even affiliated with the library). A comprehensive plan for onboarding is beyond the scope of this article. Instead, this article is intended to offer best practices that might otherwise be overlooked.

**Best Practices for Integrating New Library Staff**

**Points of Comparison**

Look for points of comparison between current and former institutions. Even the newest librarian brings some form of outside experience with them to their new position, and the longer someone has been a member of the profession, the more points of comparison exist. Michelle Hook Dewey, legal research services manager at BakerHostetler, having herself transitioned from an academic environment to a supervisory role at a law firm, is keenly aware of what kinds of skill sets might be involved in transitioning from one kind of law library to another. “I have had a few new people who demonstrated uncertainty about their hire and seemed concerned that ‘I am not really qualified for X job because I came from Y environment.’ I always try to help those individuals focus on what uniqueness they bring to us. For example, someone from academics who taught might be really strong when it comes to training or someone from a vendor background might be really good at product evaluation.”

Jason Sowards, Nevada Supreme Court law librarian, sees these points of comparison as an opportunity for institutional growth as well. Moving
Supervisors are traditionally the point people for training and helping new employees become part of the team, but they can and should involve other people within the department in order to make the transition as smooth as possible. Make On-boarding a Team Effort from Day One
Supervisors are traditionally the point people for training and helping new employees become part of the team, but they can and should involve other people within the department in order to make the transition as smooth as possible. Delegate portions of this process to people in different positions, levels of authority, etc.—a process that can be described as “informal parallel onboarding.”

“I made a point to have a lot of the training parsed out into one-on-one sessions with different team members. This allows my new hires to build organic mentoring; I think people allow themselves to be more open and vulnerable with a peer rather than a manager,” notes Dewey.

You may even be able to draw on the wealth of knowledge accumulated by departing employees or those who have moved on to other areas of the organization. This can be a touchier process, though, and requires a light hand and the right blend of personalities. The best outside onboarding assistance comes from those who still have a positive relationship with your institution and are sensitive to the potential for confusion. After leaving Vanderbilt Law Library to become the associate director of the Office of Immersion Resources at Vanderbilt, Carolyn Floyd continued to make herself available as appropriate to new law librarians whose roles overlapped with the work she had done in the law library. “Organizational change happens fast and can be very subtle. I’m sensitive to the changes that take place when adjustments have been made. Since I am no longer in the library, I understand that I do not have the inside knowledge about those changes. Thus, I share information and insight with the caveat that they are given within the context of how things were when I was there.”

The Invaluable "Unofficial" Orientation
The “unofficial” orientation is at least as important as the “official” one, and should be given the appropriate weight and discretion. If the new librarian in your department will be serving as a liaison to a faculty member, partner, or judge who has a strong aversion to, for example, double-sided printing of their documents, the new librarian should be briefed on that, both for their own sake and in furtherance of the important
goal of providing the best possible service to stakeholders. However, that’s not always the kind of information you should include in an email or other formal document. It may not even be the kind of warning that can appropriately be presented by a supervisor. This is a great use of peer mentoring or informal parallel onboarding.

Floyd points out that “we all have a responsibility to pass along institutional knowledge and culture to new additions in our organization.” It’s worth reflecting on the idea that “culture” can be an excellent catch-all term to encompass those idiosyncrasies that may be one of the hardest things to convey to a new team member. Are librarians technically invited to certain meetings but tacitly expected to remain silent? Is it standard practice for team members to contribute to the quarterly bake sales? These are the kinds of small issues that can lead to a sense of alienation if your new hire isn’t made aware of them but can greatly aid in smooth integration of a new team member if handled appropriately.

Respect the Learning Curve
People just have to learn some things on their own, and it’s important to set expectations and pace to allow for that. There are some things that even a peer can’t really be expected to teach a new librarian on their team without the potential for tension and fallout. For example, “[t]erritorialism is totally, and unfortunately, a thing. Navigating landmines with staff who feel particularly possessive of their job and their duties is a tough thing to talk about without talking ‘about’ someone. It’s sort of a double-edged sword,” Sowards explains. There may not be a good way to tell a new hire about some of the more complicated issues that inevitably arise when a group of different personality types are thrown together in the workplace. Similarly, new hires may need to discover for themselves what their areas of growth will need to be in their new position, rather than having that laid out for them.

That learning curve can be valuable if it’s explored with the guidance of a supervisor who can provide a discreet sounding board. Key to the process is creating an environment where a new team member’s experiences and questions are treated as a natural and useful part of the process. “I make it clear from day one that while I need them to ‘hit the ground running,’ I do not expect them to be able to do that at the pace of their peers or without questions. I tell them I expect questions, I am willing to review their work, etc. I want them to feel free to show where they have skill gaps so I can help them gain the tools and confidence they need to be successful long term,” said Dewey.

The Process Is Worth the Effort
Formal on-boarding may be completed with a checklist over the course of days or weeks, but the true process of transitioning new members to your team is usually more nebulous and much more time-consuming than that. By being mindful of your role in the process, whatever that may be, you can improve the experience for new team members and set the tone of your department.

READ
For a recent look at the process from the perspective of the new hire, read the Reference Desk column “Making the Transition” from the November/December 2018 issue of AALL Spectrum at bit.ly/ND18Refdesk.

For an empirical look at onboarding in academic research libraries (that can easily be applied in a variety of other library types) see “Employee Onboarding: Identification of Best Practices in ACRL Libraries” from volume 34, issue 3 of Library Management at bit.ly/JA19ACRL.
THE BENEFITS OF COLLABORATIVE PURCHASING

BY ANNA LAWLESS-COLLINS & KATY WIGHT

How the Boston Academic Law Library Collaborative and Edward Elgar Publishing formed a unique partnership to broaden access to legal resources across their institutions.
Boston, for better and for worse, is a college town. That means that Boston is also a law school town, and with six law schools in Boston and Cambridge combined, there is a unique opportunity for collaboration amongst the law school libraries. In 2012, the six Boston-area academic law libraries formed the Boston Academic Law Library Collaborative (BALLCO), and in 2016 BALLCO worked together with Edward Elgar Publishing on a new purchasing model for Elgar’s law books collection.

BALLCO members include the libraries of Boston College Law School, Boston University School of Law, Harvard Law School, New England Law Boston, Northeastern University School of Law, and Suffolk University Law School. The stated mission is to “coordinate access, maintenance, and housing of law-related print and microform titles among the members of the group and to provide for expedited access to those sources as requested by the other members.” While this mission is still a large part of BALLCO’s focus, the group has recently begun to look at other opportunities for collaboration.

BALLCO, The Mini-Consortium
BALLCO meets twice a year and the meetings provide an opportunity for members to discuss common issues, solve problems together, and collaborate on issues facing the group. In 2016, BALLCO began to discuss possible new ways to use the mini-consortium, including a joint purchase of material, a joint demand-driven acquisition program, and a joint purchase of a large data set. Ultimately, a joint purchase of material appeared to be the best option for the schools, and the group began to consider possible vendors and subject area collections. Boston University and Harvard were both interested in Edward Elgar Publishing’s annual law ebook collection.

Edward Elgar Publishing
Elgar’s law collection has simple licensing terms and high-quality titles. When he founded the company 32 years ago, Edward Elgar’s vision was to create a publishing house that attracted high-quality books by offering a superior service to authors. The company remains focused on treating its authors (and potential authors) and their books with care and attention to detail, as well as providing its customers and readers with high-quality products and service, and greater access to its publications. Elgar’s law list has grown steadily over the past 15 years, with about 140 titles released in 2018. While the majority of the list comprises scholarly books, titles aimed at law practitioners are a growing segment. A collaboration with BALLCO offered Elgar an opportunity to better serve its authors by expanding access to their works to law scholars and students across the Boston area.
BALLCO’s challenge was finding an arrangement that worked for the wide variety of schools and budgets encompassed in BALLCO’s membership. As the group discussed the proposals, Elgar demonstrated flexibility and a willingness to work with the group to make an arrangement that benefited everyone.

Creating a Partnership

Before launching their online ebook platform, Elgaronline, in 2012, Elgar worked with a panel of academic librarians to prepare a license agreement that would be “library friendly.” Ebooks on Elgaronline are DRM-free and chapters can be downloaded as PDFs that can be printed or read offline on any device. Many Elgar titles are used as assigned or supplemental reading in courses, so it was important to allow for unlimited simultaneous users without any extra cost to the library. The collections are sold on a perpetual access basis and archived with Portico, so libraries own the resources outright and can never lose access. Thanks to feedback from the librarian panel, the license also allows for interlibrary loan at the chapter level. The collections also include downloadable MARC (Machine-Readable Cataloging) records for each collection and COUNTER-compliant usage on an administrative site.

Based on the recommendations of Boston University and Harvard, BALLCO reached out to Edward Elgar Publishing and the two organizations began discussing purchase options in the fall of 2016. Elgar proposed two options: the first was a combined purchase and Evidence-Based Acquisition (EBA) model where Harvard and Boston University would continue to purchase the full 2017 frontlist collection and the other four institutions would participate in an EBA program where they would each commit to an annual spend. Several years’ worth of titles would be accessible and, at the end of the agreed time period, available for purchase at a premium price. The challenge of this proposal for Elgar was covering the costs of extra administrative and coding work. In addition, since only a limited number of titles would be purchased for perpetual access, implementing this proposal would not fulfill the company’s mission of increasing access to all of their authors’ works.

The second proposal was designed to allow for a greater number of Elgar law titles to be exposed and discoverable in the future. Each institution would purchase the full 2017 frontlist collection at a price based on its own budget. Pricing was calculated based on the number of Elgar titles already owned by each library, each law school’s FTE (full-time equivalent) population, budget, and research and usage levels. Because this model was simpler for the publisher to administer and would help fulfill the company’s mission, Elgar offered to provide access for one year to

**The Result**

Ultimately, BALLCO decided on the second proposal, with purchase of the law collection for each school at a discounted price. Each school would own the titles and load the titles into their library systems individually. BALLCO was able to come to a cost-sharing arrangement that worked for the wide variety of schools and budgets encompassed in BALLCO’s membership. As the group discussed the proposals, Elgar demonstrated flexibility and a willingness to work with the group to make an arrangement that benefited everyone. Harvard and Boston University had bought Elgar’s law collections for the past few years and were able to share usage statistics with the group. Elgar provided title lists from the past and for the upcoming year, and the combination of usage statistics and title lists helped convince BALLCO to move forward with the partnership.

**Each Library’s Percentage of Total Cost**

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<thead>
<tr>
<th>Library</th>
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<tr>
<td>Suffolk</td>
<td>4.7%</td>
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<tr>
<td>Northeastern</td>
<td>12.7%</td>
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<tr>
<td>NE Law</td>
<td>3.1%</td>
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<tr>
<td>Harvard</td>
<td>31.2%</td>
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<tr>
<td>Boston College</td>
<td>17.1%</td>
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<tr>
<td>Boston University</td>
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arrangement that allowed the schools with smaller budgets to pay a reduced portion of the overall cost, split unevenly among the schools based on budget, size, and projected usage. The result was that Harvard and Boston University paid what they would have paid for individual collection purchases regardless of a BALLCO purchase, while other schools were able to get the collection at various discounts. Additionally, Elgar opened up previous years’ collections to the schools for optional evidence-based acquisitions programs.

This approach provided benefits to BALLCO and Elgar. For BALLCO, it allowed each school to provide access to the collection. The schools that ended up paying more under this model would have purchased the collections regardless of this arrangement, and with the arrangement were able to give colleagues across the city the opportunity to access materials they otherwise wouldn’t be able to afford. Because each school purchased the titles, each school was able to separately report these as monograph purchases and volumes added electronically when responding to national surveys. Schools that paid less were able to provide patrons with access to more materials than they would have otherwise been able to obtain. Elgar was able to work with new customers and expose their publications to more patrons, make their materials more accessible to customers, and explore new models.

The model has been working well and BALLCO renewed the arrangement for the 2018 collection. The ebooks are seeing good usage at all of the institutions, with very high usage at Harvard. Elgar’s Handbooks, which contain original specially commissioned content, have seen the highest use across the six BALLCO institutions, with nearly 1,000 chapters accessed between April 2017 and September 2018. Monograph chapters were accessed 726 times in that time period. Practitioner books and research literature reviews, which make up a smaller percentage of Elgar’s list, were also accessed a number of times. Titles on public international law, environmental law, comparative law, European law, and intellectual property were the most popular. After the initial year, two schools took advantage of the EBA option, while two schools chose not to go that route.

Elgar and BALLCO continue to discuss the collections and Elgar has been transparent, flexible, and open to feedback throughout the process. The two groups are currently exploring further options for collaboration, including other subject areas and collections, and expanding the relationship to University libraries. As Tim Williams, the managing director for Edward Elgar Publishing noted, “this creative acquisition model was a nice way for both organizations to deepen existing relationships and to form new relationships, while simultaneously allowing Elgar to support BALLCO in its wider objective of broadening access to legal resources.”

Usage has been high at each library, with the highest usage at Harvard.

**AALL2go EXTRA**
EMBRACING MESSINESS IN THE LAW LIBRARY (WITHOUT ABANDONING THE CHECKLIST)

BY DAVID McCLURE & BEAU STEENKIN

Comparing The Checklist Manifesto and Messy approaches to providing legal research, instruction, and workplace solutions.
At first glance, it appears to be a battle of opposing forces. In *Messy: The Power of Disorder to Transform Our Lives*, author Tim Harford advocates for embracing complexity and chaos. He argues that “we often succumb to the temptation of a tidy-minded approach when we would be better served by embracing a degree of mess.” In *The Checklist Manifesto*, author Atul Gawande recommends imposing order onto complexity and chaos through the use of external, ordered instruments.

Librarians tend to favor the Checklist Manifesto approach. We love checklists, forms, templates, and neatly ordered classification systems. Yet, overemphasizing order can lead us to view all disruptions as negative and hinder our ability to adapt. In this article, we consider both approaches and describe the benefits of applying the Messy approach in various library contexts.

**Messiness and Legal Research**

A well-designed checklist can be invaluable in conducting legal research. Whether hand-crafted or machine-generated, a checklist can help ensure that the researcher does not overlook essential sources. It can remind the researcher to check both primary and secondary sources, and it can highlight foundational texts and relevant databases. But, checking the boxes may not always be enough, even for seemingly simple requests.

A law faculty member may place a straightforward article request that turns into an elusive quest. A librarian who is overly tied to a checklist may abandon the search after each box is checked. The article is not available in online databases. It is not available by interlibrary loan. The checklist seems to suggest that the article cannot be found at all. However, possibilities still exist in the messy world beyond the checklist. Can the article be obtained directly from the author? Is there someone at the author’s university or firm who could help? Was there a copy of conference proceedings that might include the article? Such options may not be listed in a research textbook but choosing to explore them could mean the difference between a happy faculty member and a disappointed one. There is a satisfaction in checking boxes, particularly when doing so yields positive results, but researchers do themselves and those with whom they work a disservice if they play it safe and limit themselves to an internal or external checklist. As Terrill Pollman, Jeanne Frazier Price, and Linda L. Berger note in *Examples and Explanations: Legal Research*, “As lawyers, sometimes we piece together clues to solve puzzles, other times we build models to achieve goals, and still other times we hack through a jungle to find the light and clearing deep within.”

In other words, legal research is often complicated and messy.

There can be value in intentionally injecting messiness into a situation to spur improvements in research. Perhaps you find yourself in a rut. Maybe you always use one legal research database and neglect the others. Forcing yourself to use a new database or choosing to use print resources as a first step for a particular project can yield surprising results and perhaps better outcomes than simply relying on an old standby electronic database.

**Messiness and Instruction**

In *Messy*, Tim Harford describes a psychological study where high school teachers reformatted teaching handouts, giving half of the students handouts in “one of three challenging fonts:

- the dense Haettenschweiler,
- the florid Monotype Corsiva,
- or the zesty Comic Sans Italicized.”

Advocates of clean, professional typefaces might cringe and expect students to struggle with such distracting, messy handouts, but they did not. According to Harford, “[T]he fonts didn’t derail
the students. They prompted them to pay attention, to slow down, and to think about what they were reading. Students who had been taught using the ugly fonts ended up scoring higher on their end-of-semester exams.”

Such an example does not mean that librarians should abandon using uniform fonts or taking a structured approach to teaching legal research. Rather, it is a reminder that, in Tim Harford’s words, “arbitrary shocks to a project can have a wonderful, almost magical effect” and can sometimes “unstick us when we don’t even know we’re stuck.”

Such shocks particularly benefit students in legal skills classes. While thoroughness (such as that provided by checklists) is important for law students when first developing their research skills, too are creativity and problem solving. In “Aha! Is Creativity Possible in Legal Problem Solving and Teachable in Legal Education?,” Carrie Menkel-Meadow notes that legal solutions come from creative lawyers as much as from precedent. While checklists may help students find available precedents, they do not leave as much room for creativity. Injecting intentional messiness into a classroom or into research exercises through the use of artificial limits or similarly disruptive classroom strategies helps students develop their creative problem-solving skills.

A fun way to introduce artificial limits into the classroom is through the use of improv, which can be viewed as a form of intentional messiness. (Other fields have used improv training to improve employees’/students’ problem-solving and creativity, as noted by Karen Robson, et al. in “Yes, and . . .: What Improv Theater Can Teach Service Firms” and by Mary DeMichele in “Improv and Ink: Increasing Individual Writing Fluency with Collaborative Improv.”) For example, an exercise on the sources of law could be crafted where students in different groups act as legislators to draft a statute for a given purpose, then trade statutes to act as courts having to decide cases with increasingly silly fact patterns, all the while applying the statute and their former precedent.

Messiness and Library Personnel: The Benefits of “Cross-Fertilization”
Tim Harford makes a compelling argument in Messy for diversity of teams and personnel. He also presents the benefits of working on multiple projects simultaneously and the power of collaborating with others, even when it might be messy or uncomfortable. Similar encouragement is found in the business management literature on the pros and cons of silos in organizations. In his book How Excellent Companies Avoid Dumb Things, Neil Smith describes how the existence of separate divisions and departments can give an organization structure that brings expertise, accountability, responsibility, independence, and a sense of ownership. However, he also notes that those same divisions and departments can create problems across an organization by restricting the flow of information, causing mismatching priorities, and leading to discordant decision-making across silos. Gillian Tett reaches a similar conclusion in her book The Silo Effect. On the one hand, silos “help us to tidy up the world,” but on the other hand, “our world does not function effectively if it is always rigidly streamlined . . . a world that is always divided into a fragmented and specialist pattern is a place of missed risks and opportunities.”

Examples of tidy approaches to law library personnel include assigning a librarian with a subject-expertise (e.g., intellectual property law) to all law faculty who teach or write in that area, and composing library teams that have circulation staff members on the circulation team and reference librarians on the reference team.

While many successful results can be achieved with such tidy approaches, there are also opportunities and surprising successes that may be achieved through messiness. Faculty liaisons who work with faculty in diverse subject areas might help to, as Harford puts it, “cross-fertilize” projects by suggesting relevant sources from outside the faculty member’s area of focus. Intentionally mismatching some library staff on library teams could yield surprisingly innovative results, as the staff members’ expertise and perspectives are shared across silos and members gain a larger perspective on library operations beyond their narrow area of focus. In fact, such mismatching and collaboration might not only be innovative, but it might also be the key to solving many problems. As Heidi K. Gardner states in her book Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos, “The most important challenge faced by any such organization is bringing that collective expertise to bear on problems that, increasingly, are so complicated and so sophisticated that no single expert—no matter how smart or hardworking—is in a position to solve them.”

Messiness and Physical Spaces
Sometimes physical spaces can also benefit from an injection of messiness. The messiness may be by choice. For example, the Wiener-Rogers Law Library at the University of Nevada, Las Vegas transformed its microfiche room into a student lounge with comfortable seating, moveable whiteboards, a coffee-maker, televisions, and a popcorn machine, as described in Andrew Martineau’s May 2015 AALL Spectrum article “Comfort, Functionality, and Popcorn” (View the article at bit.ly/M15UNLV). Other messiness may be the result of accident, necessity, or someone else’s choice.

An example of a suddenly messy physical space is the recent renovation
and expansion of the University of Kentucky College of Law building. Faculty and staff were moved into interim housing, and a small classroom was converted into work space to house six librarians. While presenting challenges, the office arrangement led to increased collaboration and dialogue between public services and technical services librarians. It also forced librarians to find new ways to provide superior service to students. Since upper-level courses were held in a building across the street, librarians started conducting “mobile reference” outside classrooms in that building. Embedding a librarian in the student space was received positively and led to reference conversations that may not have taken place otherwise.

**Having the Best of Both Worlds**

Occasionally including some intentional messiness into our habits can provide a number of benefits that allow the profession of law librarianship to flourish. This does not mean abandoning the orderliness long associated with libraries or checklist-style workflows. Both order and creativity are needed for institutions to function at their best. However, as librarians, we tend to drift naturally toward the orderly, so making conscious decisions to embrace messiness (instead of aggressively stamping it out as may be our gut reaction) may help us achieve a better balance.

**READ**


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**READ**


Inspired by her librarian mother and legal publishing father, Madeline Cohen’s path to law librarianship seemed like a logical evolution. Now, having worked for several years in both the government and academic sectors, her knowledge of what it takes to succeed in the ever-changing legal environment is crucial to the law students she teaches in the classroom. Although the shift of moving from the courts to the classroom wasn’t an easy transition, her connections with colleagues from the American Association of Law Libraries (AALL) helped arm her with the knowledge she needed to effectively take on her new role.
Madeline Cohen received her BA in French in 1990 and earned her MLIS from the University of Wisconsin-Madison in 1992. “I had originally thought about going to law school, but life sort of took me in a different direction,” said Cohen. Instead, she worked as a public librarian for a time and did a lot of research-related things, but always ended up flirting with law librarianship.

“I worked for a state legislator doing research, policy research, and writing speeches. After a while, I finally dipped my toe in the water and made the decision to go to law school,” said Cohen. She attended school at night and worked at a public library during the day, but the hours weren’t fitting into her schedule. Her first taste at law librarian work came as an accident. “I talked with someone at the law library, and once they realized I had a library degree, they decided to hire me and put me on the reference desk,” recalls Cohen. Cohen served as a reference librarian at the University of Denver Westminster Law Library from 2000–2004. She earned her JD from the University of Denver Sturm College of Law in 2003. After her time at Denver, Cohen transitioned over to a government position working as a policy analyst with the National Conference of State Legislatures from 2005–2007. She then moved to a higher position at the U.S. Courts Library for the Tenth Circuit in Denver, serving as the director and circuit librarian, a position she held for 10 years. Cohen currently serves as the assistant director for the Westminster Law Library and as associate professor in University Libraries at the University of Denver. Her scholarly interests include mediation, library management, health law and policy, and governmental systems.

After joining AALL in 2007, Cohen has been active on several committees and in special interest sections (SISs), including the Academic Law Libraries SIS and Research Instruction & Patron Services SIS. Her committee work includes serving as a member of the Nominations Committee (2016–2018), the Annual Meeting Program Committee (2012–2013), the Council of Chapter Presidents (2014–2015), and the Government Relations Committee (2008–2011). She is also the past president of the Colorado Association of Law Libraries.

Here, she discusses the qualities that make up an effective leader, the importance of advocating for yourself and your organization, and the impact AALL has had on her career.

**What inspired your career path?**

I think it was probably my parents. My mom was a school librarian and my dad was in legal publishing for many years. I think I went to my first AALL Annual Meeting when I was five or six years old with my dad. I think just being around that environment, being raised in a household of readers and researchers inspired my path.

**You used to be a government law librarian, what inspired you to switch over to academics?**

I had been thinking about making the switch for a while. I really liked my job with the court, but it had increasingly become very administrative and I had lost a lot of the ability to do some of the initial library-related work—the research and the heavy library lifting that I had done at the beginning. I wanted to be more involved in the creation of materials and working directly with patrons.

**What are the qualities that make up an effective leader?**

The two qualities that I always come back to and that are the most important for me are 1) not being afraid to fail, and 2) leading by example. If you expect people around you to do the things that you want them to do, you have to...
show them that it’s a worthwhile endeavor. You also need to ensure buy-in. Change is hard for everyone to embrace—I’ve seen this time and time again, from when I was director at the court to my position as assistant director at my institution. Change is hard, and libraries are constantly evolving. If there is a way to encourage buy-in from librarians and stakeholders in your organization, you will be able to more efficiently manage change.

What do you enjoy most about your job?
At this point, it really is working with the students. I hadn’t really taught in the way I do now for a long time, and I wasn’t sure how I would feel about it. But I really love being in the classroom and helping the students outside of the classroom.

What role has AALL played in your career?
AALL has done a lot of really great things for me. I joined AALL in 2007 when I first got to the court. I started going to conferences and attending webinars, which was really helpful for me to make connections in the industry. Even though I had been a librarian for a long time, I didn’t really know the ins and outs of the law librarian world. I presented at the 2009 AALL Annual Meeting in Washington, DC, and that opened up a whole new world for me. I am so grateful to AALL for giving me the opportunity as a very new law librarian to present on a topic that was important to me. I have run for various offices and various special interest section positions and I feel like it’s a good symbiotic relationship—AALL does a lot for me and I love to give back to the organization.

What’s the advantage of joining an association such as AALL for law librarians or even students?
In addition to all of the educational opportunities available to you, there are so many networking opportunities available. There is the in-person conference, but also listservs and even having the opportunity to email people for advice both inside and outside your library type; that kind of networking is invaluable. I reach out to people constantly in this field because my switch from government to academia was a new, huge career shift for me and there were a lot of things about academia that I did not understand, so I’ve relied very heavily on relationships that I’ve made through AALL to answer some questions for me. I would tell new librarians and students to jump in with both feet and make those relationships. Even if you can’t travel to conferences, figure out a way to make relationships with other librarians because they will serve you well for your entire career.

What advice would you give to those looking to advocate for themselves or their libraries?
That’s a really good question, and the answer is somewhat different depending on what kind of institution you’re in. When I was in the court, a lot of our decisions were budget-driven and a lot of the judges and the court staff didn’t really understand what librarians do on a daily basis, or what we could do for them. So, you were constantly having to try and educate people about what librarians do and what we can do. There is a very different attitude about the library in academia. Law schools realize how integral the library is to the law school. But I think it is really important to constantly educate people about

Superpower you wish you had? Teleportation! I have so many friends who live far away from me and I would love to be able to just go into my basement, get into my teleporter, and be there in a matter of seconds as opposed to having to fly across the country to see my friends.

Words to live by? I go back to something that my father said to me a long time ago, “Don’t hit the send button right away.” Don’t make rash decisions. You can be angry, but always take a little bit of time to think about it before you react.

Favorite TV show to binge watch? My daughter and I really like to binge on cooking shows and cooking competition shows. We recently binge-watched a show on Netflix called Zumbo’s Just Desserts; it’s very entertaining.

Favorite weekend getaway? I live in one of the most beautiful states in the country, so it’s kind of hard to choose, but I think Glenwood Springs, Colorado, is my favorite weekend getaway.

Favorite book or author? I mostly read nonfiction, particularly political nonfiction. I think my favorite fiction book that I’ve recently read is The Girl Who Fell from the Sky by Heidi W. Durrow, and a favorite classic author would be William Faulkner.
what the library can do. Everyone knows about basic things that libraries offer, but tell them about the value-added tasks that librarians do.

What skills do law students need to be successful in today’s workplace?
I think students need to be very flexible. I cannot overstate the importance of being able to hit the ground running and do high-level legal research. I have noticed recent grads coming back and telling us how important the legal research skills we taught them have been to their success in their internships or jobs. The skills we teach are invaluable. I think having basic legal research skills first and foremost is so important for students to be successful throughout law school and later in their careers.

What lessons have you gained through the leadership roles you’ve held?
There are so many things that I’ve learned from these types of leadership roles. I think there’s a lot of opportunity for teamwork. I have gained a lot of knowledge about different areas of librarianship and law librarianship through the leadership roles that I’ve held in AALL, as well as the leadership roles I’ve held at the court. Librarianship is one of those professions where I think you’re constantly learning and staying ahead of the curve when it comes to technology or tools on the market. When you are participating in these leadership roles, it is also important to listen, not always lead, but listen and learn from the other people that are in similar roles. Through my participation in AALL, I have learned how to be a better team player. I’ve also learned how to give presentations to large groups of people.

What career advice would you give to newer law librarians?
We have actually been doing a lot of hiring here at the University of Denver, so I’ve seen a lot of newer law librarians come through. I think it’s important to set yourself apart. There are a lot of very talented people in the pool right now and jobs are getting a little more plentiful—for a while they were a little scarce. Get those value-added skills, whether it’s in research or providing reference or teaching or technology. I think getting those sort of niche skills is really important right now because a lot of institutions are cutting back on their staff. They want people to be able to do more than just a pigeonhole job. They want you to be able to do two or three or four different things in any position. So, the best advice I could offer would be to diversify your skills portfolio.

What would you tell new members about getting involved in AALL?
I would say that the time commitment is totally worth it. I know sometimes getting involved can seem daunting with all the different opportunities that AALL provides, but if your institutions allow it and you can make the time commitment, I would say jump in headfirst. There are so many opportunities to take advantage of, so don’t pass up additional opportunities to learn new things and meet new people.

Also, be willing to go outside of your comfort zone. It was really scary for me to submit a program proposal for the AALL Annual Meeting, having only been in the profession for a year and a half at the time. However, I jumped in and did it and was excited when my proposal was chosen. If I had been too afraid and said, “Oh no, I’ll never get picked,” I never would have had that opportunity. So, I think it benefits you to push yourself outside your comfort zone when it comes to getting involved.

“I think librarians really have to figure out a way to set themselves apart. Get those value-added skills, whether it’s in research or providing reference or teaching or technology.”

Photo © 2019 by Steve Massing
**Question:** What new or creative legal information services have you recently implemented? What best practices informed your decision?

As a county court law library with a constrained budget and limited space, we have few opportunities to be creative. But we do have paper resources and a website with a self-help section. The patrons who most inspire our creativity are the self-represented litigants. Retrieving an obscure document for an attorney might be an entertaining task, but it’s not fraught with the issues involved in serving the self-represented litigants who are a large segment of our users. Our goal is to create understandable, inexpensive information that doesn’t cross that dreaded line into legal advice but supports pro se access to the courts. Frequently, our self-help material convinces patrons that the court process is more complicated than they expected, and they decide to see an attorney.

Decades ago, we envisioned an internet system with forms/instructions for no-fault divorce. Eventually the idea became reality. After the success of the divorce topic, we steadily expanded to eight self-help topics. A ninth
To enhance our programming, we launched a Halloween “Boooo-k Hunt,” in which student teams raced through the stacks to answer questions, take #shelfies, and compete for coveted prize editions of Black’s Law Dictionary. We also expanded the Law Practice Technologies course from two credits to three to cover more topics. Faculty research services grew to meet committee and associate dean requests such as surveying other schools’ curricula and identifying grants available for faculty projects.

As part of our outreach efforts, and to promote interest in archiving and local history, we created a digital collection that tells the story of how our school was the first at UNC to integrate. Selection that tells the story of how our local history, we created a digital collection that tells the story of how our school was the first at UNC to integrate. We also developed programs to share legal research tips with public librarians who helped to celebrate Lolly and support these new services.

At the University of North Carolina (UNC), we have implemented several new services to help strengthen library services. To better serve patron needs by providing improved spaces, we transformed the reading room with new lighting, new furniture, and power outlets throughout. As a result, students filled the space and doubled their reference desk visits. The reading room is now also used to host faculty receptions honoring authors of new scholarly books. We renovated a stacks floor as well. Cubicles with sliding doors for private or small-group study replaced some journal shelving, and displaced volumes were moved to storage supporting rapid retrieval.

To develop these services, we stayed connected with and listened to our community, and we were opportunistic. We noted external factors such as pressures on public libraries and North Carolina’s new technology CLE (continuing legal education) requirement. We made our funding go farther by renovating while the university was paying for asbestos abatement.

At the same time, we replaced the collection security system, conducted collection review, gave budget presentations to new campus leaders, and taught an array of CLE programs and other courses, including Introduction to the Law of the U.S., Privacy Law, and multiple sections of Advanced Legal Research. We largely avoided the “Yirka question” of what to stop doing so that we could add new things to our agenda. I credit the UNC librarians and staff, who were remarkably creative and energetic, and the management team, who stayed engaged in balancing the workload.
AWARD SEASON

Gallagher Award Celebrates Outstanding Achievement

James S. Heller, Kenneth J. Hirsh, Jacquelyn J. Jurkins & Darcy Kirk Recognized for Service to the Profession

The American Association of Law Libraries (AALL) Awards Committee is pleased to announce the recipients of the 2019 Marian Gould Gallagher Distinguished Service Award: James S. Heller, Kenneth J. Hirsh, Jacquelyn J. Jurkins, and Darcy Kirk. Established to recognize outstanding, extended, and sustained service to law librarianship, to the Association, or for contributions to the professional literature, this award is AALL’s highest honor. This year’s recipients will be recognized at the Association Luncheon on Tuesday, July 16, during the AALL Annual Meeting in Washington, DC.

BY ELAINE M. KNECHT


On his dedication to the profession, one nominator from his institution wrote, “Jim is held in the highest regard by his colleagues on our law faculty, and by his library staff and the students and broader college community whose interests he has served for 30 years.”

On a professional level, Heller joined AALL in 1978. He served as AALL President from 1998-1999, as president of the Southeastern Chapter of AALL (SEAALL) from 1996-1997, and as president of the Virginia Chapter from 1994-1995. Heller chaired several AALL committees, including the Awards
Kenneth J. Hirsh, known to many as “Ken” from the Computer Services Special Interest Section’s (CS-SIS) annual Karaoke with Ken, is retiring this summer as director of the Robert S. Marx Law Library and professor of practice at the University of Cincinnati College of Law. Hirsh practiced law in Florida for 10 years before entering what was then the School of Library and Information Studies at Florida State University. He joined AALL as a student member in 1989, and later that year began work as a reference librarian at Duke University Law School. While at Duke, Hirsh set up the University’s first PC local area network for students and founded one of the earliest computing services departments at a law school, becoming its manager in 1993. He also helped launch Duke’s website in the fall of 1995. In 2001, he became director of computing services, and together with Wayne Miller, then director of educational technologies, initiated a course in Law Practice Technology in 2007.

Hirsh found a welcoming professional home at both AALL and the Center for Computer-Assisted Legal Education (CALI). He has served in a number of leadership roles within AALL since joining in 1989, including on the Executive Board, the Executive Board Finance & Budget Committee, the Executive Board Strategic Directions Committee, and on the AALL LexisNexis Call for Papers Committee, to name a few. He is a past president of the Southeastern Chapter of the American Association of Law Libraries (SEAALL), and served as president from 2007-2008, receiving the chapter’s Service to SEAALL Award in 2015. He is also a member of the Ohio Regional Association of Law Libraries and Mid-America Association of Law Libraries, and is a member of the Academic Special Interest Section (SIS) and the CS-SIS. He 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 after him. Hirsh is also active within CALI and hosted the 2003 CALI Conference at Duke and served on the CALI Board of Directors for 12 years. He received the CALI Excellence in Service Award in 2000. In 2013, Hirsh was named one of the Fastcase 50, honoring the law’s smartest and most courageous innovators, techies, visionaries, and leaders. He has presented at several AALL meetings and CALI conferences, and has published articles in AALL Spectrum, Law Library Journal, Legal Reference Services Quarterly, and the William & Mary Bill of Rights Journal.

As one nominator wrote, “Ken’s passion for the Association and legal information is evidenced [by his] impactful contributions [and service] as an Executive Board member, board liaison, chair, and member of nearly 30 committees over the past 25 years.” His services to the profession make him a deserving recipient of the 2019 Marian Gould Gallagher Award.
Jacquelyn J. Jurkins is the director of the Multnomah County Law Library in Oregon, a position she took on in 1964. In 2014, her title changed to Emeritus; however, she remains on the Library’s Board of Directors and is currently working on special projects.

Jurkins received her JD from the University of Wisconsin Law School in 1952, followed by a Master of Laws in 1954. While working on a doctorate she became interested in library science, having worked as a student in the law library. She enrolled in the University of Washington’s law librarianship program, then under the direction of Marian Gould Gallagher; she completed the program in 1960. Her first law library position was as assistant librarian at the Washington Supreme Court Library, followed by the role of international and foreign law librarian at the University of Washington, she then became director of the Colorado Supreme Court Library (1962-1964). From 1967 until 1972, she was the acting law librarian and a professor at Northwestern School of Law, Lewis & Clark College in Portland, Oregon.

Jurkins attended her first AALL meeting in 1960 as a student. She joined AALL at the insistence of her mentor Marian Gould Gallagher in 1960. Since then she has been involved in numerous committees, including serving as AALL President from 1984-1985, as chair of the Relations with Publishers and Dealers Committee, Statistics Committee, the Scholarship Committee, and the 1973 Annual Meeting Program Committee. She even served on the committee that worked to establish the permanent headquarters office in Chicago.

In 2008, she received the Presidential Certificate of Appreciation, and was inducted into the AALL Hall of Fame in 2011. She was also awarded the Government Law Libraries Special Interest Section’s Bethany J. Ochal Award for Distinguished Service in 2018.

Jurkins was one of the founders of the Western Pacific Chapter of the American Association of Law Libraries in 1968, where she also served as the president from 1971-1973. She was a founder of the Oregon Council of County Law Libraries in 1978, as well as the Portland Downtown Law Librarians Association in 1985. She has also been active outside AALL. She was considered the “unofficial” director of the Multnomah Bar Association until 1971, and the MBA honored her with the Award of Merit twice (1977 and 1985). In 1991, she was honored by the Multnomah County Sheriff’s Office for her work with the county’s jail law library. She also helped establish three Oregon prison libraries pursuant to a consent decree in a civil rights action seeking better access to legal materials.

One nominator wrote, “For many Oregon law librarians, she is a teacher, mentor, and generous source of knowledge. Jacque is also a trailblazer, advocate, and leader in the community.”

She has dedicated her professional life to helping provide equal access to legal information for everyone. We can’t think of a more deserving recipient and are honored to present her with the Marian Gould Gallagher Award.

Darcy Kirk joined the University of Connecticut (UConn) Law faculty in 1996, and just two months before the opening of the law library she was hired as director. A nationally recognized expert in her field, associate dean Kirk directed all library operations and provided oversight for information systems serving the entire Law School community until August 2018. In 2014, Kirk was named associate dean of academic affairs at the Law School. She moved to that position fulltime in August 2018 upon leaving the law library. A tenured professor since 2000, she also teaches Advanced Legal Research, Higher Education Law, and Access to Justice.

A graduate of Vassar College, Simmons College (where she earned her MLS and MBA), and Boston College Law School, Kirk came to UConn with more than 25 years of academic library experience, including positions at Widener Library at Harvard, the Boston College Law Library, the University of Maryland, and Georgetown University Law Center, where she served as associate...
librarian for public services from 1989-1996.

She has held leadership positions in several professional organizations, including AALL, which she joined in 1981. Her AALL leadership experience is vast—she served as president from 2011-2012, and secretary from 2005-2008, and has served on the following committees: Awards Committee, Nominations Committee, the Federal Depository Library Program Task Force, the Strategic Directions Committee, and the Bylaws Committee, to name a few. Kirk also served as treasurer and as a member of the executive committee for the New England Law Library Consortium. She is also past president of the Law Librarians of New England. A frequent presenter at AALL and other professional conferences, including the Association of Boston Law Libraries, Kirk speaks on teaching legal research skills and many other topics including, recently, the Uniform Electronic Legal Material Act.

In addition to her professional service, Kirk also found time to publish. She is the chapter author of “The Law School Librarian: Filling in the Gaps” in The Law School Librarian’s Role as an Educator: Leading Librarians on Adapting to New Technologies, Maximizing Research, and Helping Students Transition from Law School to Law Firm (Aspatore, 2008). She also published several articles, including “One Librarian at a Time,” in Law Librarians in the New Millennium, vol. 8, no. 2, 3 (March/April 2005), and “Reeling in First Year Law Students – Hook, Line and Sinker!” in 38 Law Library Lights 1 (May/June 1995).

As one nominator wrote, “Darcy possessed an unwavering focus on enhancing and improving the future of the Association, its members, and the profession of law librarianship.” We could not agree more and are happy to award her with the Marian Gould Gallagher Award.

Members of the Awards Committee include chair Elaine M. Knecht, Catherine Lemann, Kristina J. Alayan, Sarah Andeen, Kevin Carey, Jootaek Lee, and Tobe Liebert. Please join the Awards Committee and the Association in congratulating the winners.

Elaine M. Knecht; Director of Information Resources; Barclay Damon, LLP; Buffalo, NY
(AALL Awards Committee Chair)

The AALL Awards Committee is honored to present the 2019 Joseph L. Andrews Legal Literature Award to the Harris County Law Library for Pro Se Litigant Handbook and Manual para Litigantes Pro Se, and to Shamika D. Dalton (author and editor) and co-authors Dr. Yvonne J. Chandler, Vicente E. Garces, Dennis C. Kim-Prieto, Carol Avery Nicholson, and Dr. Michele A. L. Villagran for Celebrating Diversity: A Legacy of Minority Leadership in the American Association of Law Libraries (2nd edition). The award recognizes authors whose publications have made a significant textual contribution in the area of legal literature.

BY KRISTINA J. ALAYAN

Pro Se Litigant Handbook was facilitated by colleagues who worked together at the Harris County Law Library. They were able to produce a unique, bilingual publication that may be duplicated across other jurisdictions. As the nomination letter made clear: “[e]very member of the law library staff had a hand in collecting and verifying the information that went into the handbook.” The inspiration behind this project was a district court judge lamenting that a better system should exist to ensure “individuals who could not afford a lawyer did not suffer because of their inability to pay.”

This publication is accessible not only because it is available in both English and Spanish, but also because the law library has made it available across numerous formats (e.g., print, PDF, flipbook). Adoption of the handbook has spread rapidly among local judges, attorneys, the bar association, and to an outreach hotline program staffed by volunteers (LegalLine). Due to the rapid success of this publication, the Harris County Law Library staff have been regularly invited to share their expertise (e.g., continuing legal education programs and trainings for newly elected judges).
The Harris County Law Library is a public law library that serves the legal information needs of pro se litigants, legal professionals, the judiciary, county, and other government officials. To fulfill its mission, the Law Library is committed to providing free access to a comprehensive legal research and reference collection, in print and digital formats, and offering educational programs for all patrons.

Celebrating Diversity: A Legacy of Minority Leadership in the American Association of Law Libraries

Second Edition

Shamika D. Dalton
Dr. Yvonne J. Chandler
Vicente E. Garces
Dennis C. Kim-Prieto
Carol Avery Nicholson
Dr. Michele A. L. Villagran

Celebrating Diversity was nominated not once but twice for this year’s award. While also a labor of collaboration, the editor, authors, and participants were tied together not by geography or employment, but a united vision. The new edition builds upon the foundation of the first by providing new insights including comparative survey data and profiles highlighting the accomplishments of participating law librarians.

As described by one of the nominating letters, “Celebrating Diversity is the only monograph that archives the history of ethnic diversity in law librarianship: profiling a select number of minority law librarians.” Documenting and promoting the contributions of minority law librarians to AALL, and to law librarianship more generally, is necessary in order to ensure we continue to attract and retain the best and brightest the profession has to offer. Ideally, this publication will help provide the Association with a substantial body of data to further support and develop minority talent. A percentage of the royalties supports the AALL and Thomson Reuters George A. Strait Minority Scholarship, which has been a long-standing funding opportunity. In addition, this scholarship was recently expanded to include a promising fellowship program.

Editor and co-author Shamika D. Dalton started her career as a reference librarian at the University of Florida Levin College of Law Legal Information Center in 2012 and rose through the ranks to her current position as associate director for public services and professor of legal research. Dalton has dedicated her research and professional service to celebrating the contributions of law librarians of color, educating the profession about the importance of racial diversity, and advocating for cultural competency in legal research instruction. In addition to co-authoring Celebrating Diversity, Dalton has presented on race at national and regional conferences and has written articles on the topic in AALL Spectrum, College & Research News, and Law Library Journal. She has served as the chair of AALL’s Diversity & Inclusion Committee, as a member-at-large of the Black Caucus of the American Association of Law Libraries, and as a member of the George A. Strait Scholarship & Fellows Committee. In 2017, Dalton founded the Southeastern Chapter of the American Association of Law Libraries Diversity & Inclusion Committee in an effort to promote diversity and inclusion, and to offer programming on diversity issues on a regional level.
Until his retirement at the end of June 2019, Paul George served as associate dean for curriculum development and the Biddle Law Library at the University of Pennsylvania Law School. A graduate of Duke University School of Law, George started his legal career at the Land of Lincoln Legal Assistance Foundation in Champaign, Illinois. Finding that he enjoyed helping the office’s law student interns with their research more than practicing law, he decided to attend library school at the University of Illinois. His first professional librarian position came in 1985 at the University of Southern California in Los Angeles, where he worked as a reference librarian for several years before moving across the country in 1994 to Cambridge, Massachusetts, and the Harvard Law School Library as the associate librarian for research services. In 2002, he went to Philadelphia and Penn Law to become the director of the Biddle Law Library. An active member of the law school’s senior management, George was actively involved in legal research instruction, teaching in the first-year legal research and writing program as well as the upper-level Advanced Legal Research course. For the past several years, he has also been responsible for managing the law school’s curriculum. Of his contributions to the profession, one nominator wrote: “Much of what law librarianship will be in the future will be the result of Paul’s commitment to promoting the law library profession and to mentoring new law librarians.”

Throughout his 34-year career, he has served on several AALL committees and has presented programs at numerous conferences. He has chaired AALL’s Ad Hoc Committee on Open Access, the Nominations Committee, and the Uniform Citations Committee, and also served as the Program Chair for the 2009 Annual Meeting in Washington, DC. Beyond AALL, George has contributed to the law library profession by serving as chair of the Legal Information Preservation Alliance (LIPA), as president of NELLCO, and as president of the Southern California Association of Law Libraries. In addition, he has chaired the American Bar Association’s (ABA) Law Library Committee as well as the Association of American Law Schools Section on Law Libraries. George has served as the chair of the ABA’s Facilities Committee, which sponsored the Bricks & Bytes conference, and he most recently served for six years on the ABA’s Accreditation Committee.

His colleagues describe his dedication to AALL and law libraries as unwavering, and his insight and willingness to share as exemplary. It is with great pleasure that we welcome George into the AALL Hall of Fame.
JOLANDE E. GOLDBERG

Born in Germany, Dr. Jolande E. Goldberg was educated and trained as a lawyer at the Universities of Munich and Heidelberg where she graduated with a Doctor Juris Utriusque (PhD), and at Georgetown University. Her studies integrated legal history, legal anthropology, archaeology, and linguistics.

Until her immigration to the U.S. in 1967, she served as research associate to law faculty and legal co-editor of the Deutsches Rechtswörterbuch (Dictionary of Historical German Legal Terminology) under the auspices of the Academy of Sciences and Humanities in Heidelberg, Germany. She joined the Library of Congress in 1967, where she currently serves as senior cataloging policy specialist for law classification, policy, and standards. From 1972 on, as the Library’s senior law classification specialist, she developed the major part of the Library of Congress schedules for Class K-KZ (Law) relating to all regions of the world, encompassing ancient and religious systems, and international law and relations. During the gradual shift to web environments, she developed modern classification techniques for better class structure and collection alignment through Classification Week.

For the poorly understood and hard to discover category of Indigenous Peoples Law, Goldberg pioneered an electronic portal, a one-stop access tool for web resources. A massive undertaking, it involved cooperation of private and public institutions, and is now widely known as Indigenous Law Portal and visited by more than 160 countries.

Goldberg has been a member of AALL since 1970, in addition to serving as a member of several other organizations including the ABA, American Society for International Law, American Indian Library Association, and the Advisory Council of the Law Library Microform Consortium. She has contributed expansively to professional and scholarly literature and is a frequent speaker in the library community. She also served as a member at large for the Technical Services Special Interest Section. Among her many accomplishments, she has been awarded the 2011 AALL Distinguished Lectureship Award, the 2002 AALL Joseph L. Andrews Legal Literature Award, AALL’s Renee D. Chapman Memorial Award in 1999, and the ALA/CQ Marta Lange/Congressional Quarterly Award.

Described by her colleagues as a mentor and pioneer in law classification, we are honored to induct her into the AALL Hall of Fame.

ROBERT OAKS

Robert “Bob” Oaks began working in his first library at the National League of Cities-US Conference of Mayors when he was a junior in college. His first law firm library position came a few years later when he was hired at O’Melveny & Myers. While there he earned his MLIS degree from Catholic University of America. That degree was followed by a 27-year stint at Latham & Watkins, during which time the firm increased in size from 350 attorneys in four offices to more than 2,000 attorneys in 32 offices. Oaks’s job grew from manager of the DC office library with one library assistant to chief library and records officer of the firm, directing more than 200 employees in library, records, conflicts, litigation services, and knowledge management.

Oaks was actively involved in the Law Librarians’ Society of Washington, D.C. (LLSDC), and served as President of the Private Law Libraries SIS (now the Private Law Librarians & Information Professionals SIS), and helped found and serve as the first President of the Legislative Librarians Special Interest Section. He also served as Editor of Law Library Lights, and for years authored a column on computer developments in the early PC era. Oaks was one of the founding members of the LLSDC Internet Users Group and hosted the first-ever presentation on the internet for LLSDC members.

An active member of AALL since 1978, Oaks has served on a number of committees, including the Legislative Committee, the AALL Annual Meeting Program Planning Committee, and the Licensing Guidelines Committee. He also chaired the Economic Value of Law Libraries Committee, producing a report offering guidance to all law librarians on how to strengthen their positions in whatever organization they serve. Starting in 1980 and continuing to his final work year in 2015, Oaks was a recurrent speaker at the AALL Annual Meeting.

Throughout his career, he has placed special value on mentoring other members of the law library community. He welcomed library school students looking for job-hunting advice, new hires in the field fashioning a career arc, and veteran colleagues wanting to refresh their positions. Oaks is described by colleagues as a true “servant leader” who puts others’ needs above his own. We could not agree more and are happy to welcome Oaks into the AALL Hall of Fame.
You are committed to the legal profession and the Association and act as one of AALL’s ambassadors. With your $75 upgrade, when joining or renewing, you will receive the following benefits:

**RECOGNITION AS AN AALL CHAMPION**
- Your name listed on the AALL website
- A My Communities badge
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*Members who upgrade after June 13, 2019, will receive 2020 AALL Annual Meeting recognition, a complimentary Association Luncheon ticket, and will be listed in the September/October 2020 issue of *AALL Spectrum.*

learn more at bit.ly/AALLchampion
After President Richard Nixon planned to destroy Oval Office recordings during the Watergate scandal, Congress enacted the Presidential Records Act (PRA, 44 U.S.C. 2201-2209) to preserve presidential records and make them available to the public. Before the PRA became law in 1978, presidential records were a president’s personal property and presidential libraries only contained documents presidents chose to donate. The PRA made presidential records government property. Now, all presidential records are automatically transferred to the National Archives and Records Administration (NARA) once the president leaves office. The president and vice president can only throw away records that lack “administrative, historical, informational, or evidentiary value” after the Archivist of the United States has provided their written views on the proposed disposal (44 U.S.C. 2203). Since its enactment, the PRA has been amended a handful of times, including a 2014 amendment that, among other things, requires presidents, vice presidents, and other White House officials to copy or forward all electronic messages concerning official business conducted on unofficial email accounts into their official account within 20 days of their creation or transmission (44 USC 2209).

The PRA, along with the Federal Records Act (FRA), are the major laws governing federal records management. Together, the PRA and FRA are vital to government transparency, requiring NARA Archivists to preserve and
provide public access to permanent government records.

Even though the PRA lacks a strong enforcement mechanism, presidents have followed the PRA to preserve their legacies. Even before the PRA, presidents, starting with President Franklin Delano Roosevelt (FDR), donated their records to the NARA for their presidential libraries. In contrast to former presidents, current President Donald Trump seems less interested in preserving a corpus of presidential records. He is the first president to significantly deviate from the PRA’s mandates since the PRA was enacted. Digital records and social media also raise questions about PRA requirements. Both former President Obama and President Trump have used social media. Do their social media posts fall under the scope of the PRA? Also, if President Obama’s presidential library contains only digital presidential records, does it comport with the PRA’s access and preservation goals? With these new presidential records issues comes a renewed interest in the PRA’s role in the retention and preservation of presidential records.

NARA’s Role: Preserving Presidential Records

The NARA works closely with the White House Counsel’s office to implement the PRA, especially during administration transitions when custody and responsibility for the records is officially transferred to the NARA. Like all federal agencies, the NARA is a non-partisan entity, and its employees focus on transferring and archiving presidential records in an orderly fashion. Beyond assisting the White House in managing presidential records, the NARA also provides public access to presidential records of former presidents. Generally, the public can access presidential records in NARA-run presidential libraries and other collections through the Freedom of Information Act (FOIA) five years after the president leaves office. The NARA also responds to special access requests by government entities for presidential records that are embargoed from the public because the records of recent presidential administrations are not immediately available through the Archives.

Presidential records often come into play during the Supreme Court justice nomination process because nominees have often worked in the White House. Brett Kavanaugh worked in the George W. Bush White House, and during his confirmation hearing, the NARA processed nearly nine hundred thousand pages of records. The number of Kavanaugh presidential records dwarfed the one hundred sixty thousand pages of presidential records the NARA processed during the nomination hearings for Justice Kagan, who served in the Clinton Administration, and the seventy thousand pages related to Justice Roberts, who served in the Reagan Administration. As the volume of digital presidential records, including emails, increases exponentially, the NARA’s job in vetting, archiving, and releasing presidential records grows more burdensome and time-consuming.

PRA Accountability: Suing Over PRA Violations


According to Anne Weismann, Chief FOIA counsel at CREW, the current administration’s records preservation issues reveal holes in the PRA that need to be plugged. Weismann suggests adding a private right of action to the PRA to create accountability for preserving public records in the White House. Moreover, if Congress amends the PRA to explicitly provide for judicial review, courts may create a better-defined system to ensure that the PRA’s requirements are properly performed. Weismann sees both records destruction (i.e., deleting President Trump’s tweets) and the president’s failure to create records as raising presidential records issues for government watchdogs, historians, and anyone interested in government transparency. Government accountability grows elusive when the White House does not memorialize the Presidency. Scholars with questions on what this administration was about will find it difficult to get answers to their questions.

The Future of the PRA, Obama’s Library, and What AALL Members Can Do

As President Trump raises issues about presidential records in the digital age, so does President Obama. Breaking with tradition, President Obama has decided the proposed Obama Presidential Center will be managed by the Obama Foundation and that his foundation will fund the digitization of unclassified paper records (approximately 30 million pages) so the NARA can make them available online along with more than one billion pages of electronic presidential records. In other words, Obama’s presidential library will not be a presidential library as we know it. Is this the future? Or, as Timothy Naftali, former director of the Richard Nixon Library, puts it in The New York Times, does it open the door “to a truly terrible Trump library”?

As law librarians, what can we do? For starters, we can educate ourselves about the PRA and stay aware of new developments regarding public access to government records. As AALL members, we can stay informed by joining the AALL Advocates Community to receive updates and action alerts, and to educate ourselves by reading the monthly AALL Washington eBulletin.
and reviewing the AALL Advocacy Toolkit. We can be more vocal about what the public loses when Presidents change the game on us as both President Trump and former President Obama have done by communicating our concerns to our members of Congress. Building relationships with members of Congress is especially helpful if your congressional members serve on either the House Committee on Oversight and Reform or the Senate Committee on Homeland Security and Governmental Affairs. These committees are especially concerned about access and preservation of presidential records. Our profession holds a major stake in government records preservation and access. We have the power to educate and advocate for records management plans that guarantee the preservation of our presidential records.

The authors would like to thank Gary M. Stern, general counsel at the National Archives and Record Administration (NARA), and Anne Weismann, chief FOIA counsel at Citizens for Responsibility and Ethics in Washington (CREW), for taking the time to speak with us. We would also like to thank Todd Melnick, director of the law library and clinical associate professor of law at Fordham Law School and chair of the AALL Government Relations Committee, and Emily Felten, director of government relations at AALL, for their support and input, along with the Government Relations Committee and AALL Advocacy in general.

GET INVOLVED
Learn more about Advocacy and getting involved with AALL Government Relations at bit.ly/AALLAdvocacy.
We’ve seen the future—at least the near future—of Artificial Intelligence (AI), and we’re here to tell you that Siri and Alexa don’t want your jobs, nor can they do them. That goes for law librarians and lawyers, alike. So, we can all breathe a collective sigh of relief.

If you think that’s good news, we have better news: AI will soon be working for you. Think of it as the assistant you’ve always thought you deserved—except this assistant doesn’t want any of the credit and just helps you look good and impress your lawyers and clients. It will handle the repetitive, mundane, and boring parts of your job and free you up to deal with higher-level work that is more interesting and worthy of your time and effort.

Why All the Worry About AI Stealing Jobs?
There are several reasons why people are worried out about losing their jobs to AI. Most of them are based on a fundamental misunderstanding of the discipline of AI and of a conflation of two concepts: artificial general intelligence (AGI) and artificial narrow intelligence (ANI). Examples of ANI (also called “weak AI”) abound, and some are quite impressive—from the virtual assistant on your smartphone or home device (Siri, Alexa, etc.) to the technologies that enable self-driving cars and shopping recommendations, to some of the emerging software tools that promote the more efficient practice of law. These examples, and every other AI that you have ever encountered in real life, are ANI.
Artificial general intelligence (AGI, or “strong AI”) is the stuff of science fiction. Whether it’s HAL 9000 in 2001: A Space Odyssey, T-800 in The Terminator, Samantha, the sensitive, but heart-breaking, self-aware operating system in Her, or Ava, the beautiful humanoid in Ex Machina, we have long dreamed about machines that are just like us, but smarter and more capable. They know everything and can solve all our problems. Spoiler alert for every AI movie ever: it doesn’t turn out so well for the analog among us.

If those fictional characters aren’t scary enough, real-life technology luminaries such as Stephen Hawking and Elon Musk have warned of the possibility that AI could destroy us and “spell the end of the human race.” (Read more on the topic at bit.ly/JA19BBC.) Of course, if that happens, our jobs will be the least of our worries. In a less dystopian future, AGI (embodied in a robot or not) would comply with Isaac Asimov’s Three Laws of Robotics, especially the first: “A robot may not injure a human being or, through inaction, allow a human being to come to harm.” (Learn more about robotics at bit.ly/JA19robots.)

The good news is that we have some time because AGI doesn’t exist yet—and we’re likely far from it. “AI is currently very, very stupid,” said Andrew Moore, head of Google Cloud Artificial Intelligence. (Read Moore’s interview at bit.ly/JA19CNet.) While experts disagree on timing, the average estimate among leading researchers and practitioners in the field is that there is a 50 percent chance we will achieve AGI by 2099. (Learn more about AGI at bit.ly/JA19verge.)

A Brief History of Losing Our Jobs in Law Firms

This should be brief. That’s because we haven’t lost our jobs. In fact, there are more jobs in the legal industry today than ever before. Think about typical law firms of 50 years ago. They were relatively small compared to today’s firms, and the roles were limited. There were lawyers, librarians, secretaries, and not much else. There were no marketing departments, IT departments, business development teams, professional development programs, knowledge management professionals, or innovation councils. Today, there are more people working in law firms and in more diverse roles.

That’s not to say that there have not been job losses in the legal industry. Those of us who suffered through the economic crisis of 2007-2009 (The Great Recession) know that all too well. But that’s part of the point: technology and AI are not stealing our jobs, the broader economy is the real culprit. It’s estimated that 18,000 lawyer jobs were lost in The Great Recession— that’s just among in-house law departments and in Am Law 200 firms. Brace yourself; a recent article in The American Lawyer suggests that an impending recession could mean 10,000 lawyers will soon be out of work. (Read the article at bit.ly/JA19AL.)

To the contrary, the U.S. Bureau of Labor Statistics reports that “employment of lawyers is projected to grow 8 percent from 2016 to 2026, about as fast as the average for all occupations.” It does warn that some tasks that have traditionally been performed by lawyers, such as document review, will likely be transitioned to paralegals and legal assistants. The same holds true for support staff, such as law librarians.

Adoption of AI in the Legal Industry

Compared to other industries, adoption of AI in legal has been slow, and frankly, sometimes remarkable. Various electronic discovery review tools have incorporated some AI technologies for several years. There are also good examples of legal research platforms that have effectively incorporated AI, such as Lexis, Westlaw, and Casetext. Some other offerings are “more sizzle than steak,” taking liberties with the definition of AI, presumably to benefit from the marketing hype cycle.

A promising new application of artificial intelligence in the legal industry is LegalMation, a litigation automation tool that creates draft answers with affirmative defenses, discovery requests, and discovery objections and responses. Like all good knowledge management tools, the application helps to increase quality, consistency, and efficiency of work product. (Learn more about LegalMation at bit.ly/JA19LegalMation.)

After extensive testing with practicing lawyers, Ogletree Deakins became an early adopter of the technology. In fact, the firm saw such great potential with it that it formed an exclusive partnership with LegalMation to help develop their future offerings.

The innovation and utility of LegalMation lies in its simplicity. To begin, a user merely drops and drops a PDF complaint onto LegalMation’s website. LegalMation’s Complaint Analysis module then performs optical character recognition (OCR), analyzes the text, extracts words and phrases, and categorizes the data contained in the document. Using machine learning (a type of AI that relies on “training” from exemplar documents), LegalMation is able to make sense of the issues and allegations in the complaint and create a fully formatted draft answer with appropriate affirmative defenses. Of course, the output is only a draft answer, which must be reviewed and revised by an attorney, but the quality of the machine-generated work product has been compared to that of an experienced paralegal or junior associate. At the same time, the system also generates a draft discovery request of similar quality. This output, which would take an average of six to eight hours for an attorney, is done in about two minutes. LegalMation’s Discovery Analysis module uses a similar approach to generate fully formatted discovery objections and responses based on the upload of a PDF discovery demand, saving several more hours of manual labor.

Embrace Artificial Intelligence

How does all this talk about AI and automated document generation comport with the earlier advice to relax and not worry about losing your job? Because there is a difference between your job and the tasks that make up your job. Advanced technology tools will do some of the tasks that you now do manually. Newer, more efficient methods of doing some work will continue to develop and
automation will continue to streamline tasks and eliminate some of them altogether. But, because of the limitations of ANI, our jobs are safe and you’re not likely to be replaced by a robot anytime soon. In fact, embracing advanced technologies such as AI may be the key to more (and better quality) jobs. A recent report from Wolters Kluwer concluded that “technology leading law firms … are significantly more likely to report higher firm profitability” than others. Firms with higher profits typically hire more lawyers and administrative staff. Professionals with real intelligence will embrace artificial intelligence and look for ways that it can help increase efficiency and provide greater value to their firms and clients. (Read the report at bit.ly/JA19WKreport.)

AALL 2019 ALERT
Don’t miss the program “Artificial Intelligence and Implicit Bias,” Tuesday, July 17 from 8:30 a.m. to 9:30 a.m. For more information visit bit.ly/AALL19AIbias.

READ
In the late 1970s, shortly after the Library of Congress began distributing cataloging information in a new format known as Machine Readable Cataloging (MARC), Bob Fleming, who was then working at Trinity University’s computing center in San Antonio, Texas, produced a card catalog electronically for an area librarian who’d approached him to ask if that might be possible.

Once other local librarians heard what Fleming had done, they too began hiring him to create cards digitally for their libraries. Fleming, realizing his system could be spun off into a full-fledged business, left his university job and incorporated MARCIVE, Inc. in 1981.

The company no longer produces catalog cards; between mailing and paper costs, the expense became too prohibitive. It does, however, sell card images to customers who’d like to print their own—and provides catalog classification, MARC record enrichment, and other services.

AALL Spectrum recently spoke with MARCIVE Director of Marketing and Sales Joan Chapa about work the company performs for law libraries, how data storage has evolved, and the ways technology could change how we collect and access legal information in the years to come.

Who is MARCIVE’s main user group?
We have all kinds. There are a number of private law firm library customers; we also have some academic law library customers, and state legislative bureaus use us for any number of services. Our biggest base is probably the academic libraries, but we also have a lot of big and small public libraries, school libraries, military libraries (they make up a big part of our business), and church and synagogue libraries—you name it.

Do you have any clients outside of the U.S.?
We do—Canadian libraries, UK libraries, and one in Egypt. We are excited to...
welcome some brand-new Australian customers.

**What value proposition do you offer customers?**

We make libraries’ collections more visible by making their catalog more useful. When we go to the American Association of Law Libraries (AALL) Annual Meeting, there are some very small local government libraries with solo librarians attending—they may have some volunteers, but basically they do everything—and some big academic law libraries are there, as well. Most people want to hear how they can make their catalog better. They say, “It’s messy; I’ve taken it over from somebody else, and it’s been neglected.” We can provide database clean-up and authority work.

**How have the MARCIVE services law libraries use changed since the company’s launch?**

MARCIVE’s first clients were catalog card users, and often microfiche catalog users. Of course, at that time, all systems were on mainframes, and everything was output and delivered on those great big round magnetic tapes. Things began to evolve, and some libraries were backing up systems on CDs. We had a number of law libraries that were customers—mostly corporate ones. Since law libraries don’t add a lot of volume to their catalog very often, it was a good solution for a long time. We even put expert witnesses on CDs. That was considered sensitive information we had to make sure we didn’t share with anybody.

Things continued to change, and libraries stopped getting catalog cards and moved record storage to web-based systems. The biggest service offering since then has been database cleanup, because libraries have been using various systems over the years. A lot of early systems were not MARC-based and often would strip out everything in cataloging records that made it easily searchable and detailed because data storage was an issue. A service we offer for a lot of law libraries is taking skeletal or minimal data and fleshing it out. If they have a skeletal record, we find a better one; if they don’t have good access points, we make it more useful for them.

**What other services have you introduced over the years?**

We’ve done a number of things for law libraries, such as adding a table of contents to their cataloging records. The titles of many law books are very generic, and often the subject headings are, too. The more sophisticated library management platforms index the table of contents because keyword searches can find valuable terms in chapter headings, leading a researcher to the most crucial part of the work.

The other thing we’ve done for law libraries involves depository libraries. A number of academic law libraries are repositories for federal government documents that are distributed by the Government Publishing Office (GPO), usually a selection of what the government produces. More frequently now, government publications are only available on the internet. We have a service called Documents Without Shelves that can be utilized by any type of library; you don’t have to be a depository. A user may be interested in information on how to start a small business, for example. Searching the catalog for a keyword will hit on an appropriate title; there’s a persistent URL (PURL) in the record and once clicked, it will open a government document that provides the needed information.
What is the newest feature or product you’ve introduced?

In the last five to six years, there’s been an overhaul in cataloging rules, and the newest one is called RDA (Resource Description and Access). Cataloging is not just about books anymore; it’s about different formats such as streaming video and online resources that aren’t physical.

When libraries acquire new resources, they catalog them in RDA or purchase records for those things that are in RDA format. Their legacy data is in an older format, and so their catalog represents a mix of cataloging rules. Often, a library catalog system has difficulty with this because of the difference in describing resources—so it helps to bring everything up to one standard. You do that through RDA conversion. Our RDA Conversion Service (RDACS) is very popular right now.

Have law librarians been involved in developing the services you offer in any way?

Our law library version of Documents Without Shelves was created by law librarians to represent their interest in government documents—mostly the Department of Justice, congressional hearings, public laws; things that law libraries like to collect. They built the criteria for that. There are new records every month that are loaded into the catalog, so it’s very current.

We’ve sent everything over the internet since the late 1990s; some of the smaller libraries still have problems with that, if they don’t have an FTP (File Transfer Protocol) client associated with their system. We have five or six librarians on staff presently and have a very savvy IT group that can shepherd people through different scenarios.

Have you come across any other specific challenges when delivering content to libraries?

In recent years, it’s gotten a little harder when we want to get information in and out of a catalog. It used to be easier to access customers’ catalogs because they didn’t have all the firewalls as they do now. People hack databases all the time; it’s a real problem for libraries, which are having to protect themselves.

Are there any other challenges that the legal research community is currently facing?

You have to meet certain goals, especially academic libraries, for accreditation, and it’s gotten difficult, for example, to count the number of volumes or resources you have, because it’s not, “We have X number of books.” They have all these different resources and access to databases, some of which they own, some of which they don’t.

There are a lot of issues with copyright. More libraries are hiring people who deal with that. Copyright is a big issue because of the internet. It’s an essential tool that promotes more resource sharing, and people that didn’t have access to collections who’d have to travel to use them can now just get access, or instead have password access for certain databases. But there are lot of problems with misuse and copyright violations where there wasn’t an issue before. Younger library users tend to believe that everything you can find in print in a book or journal is not as valuable or as useful as what’s on the internet, and that’s just not true, especially when it comes to research.

Is MARCIVE planning to alter or create any services to help the industry meet current or future challenges it may encounter?

We’d like to be able to reach more international libraries, and with the changes to the format for MARC records, we think that’s possible.

A lot of it is happening right now, with people being able to have entryways to fantastic resources they never had access to before across the globe. A library could have access to a legal collection in a UK library mainly because people are digitizing at a pace that is unprecedented.

With older collections, such as rare book collections that are very fragile, you had to make an appointment and prove you’re a scholar and get a pass to use them. Now companies serving law libraries are buying a lot of those older collections, digitizing them, and providing metadata to describe those collections. The problem is the metadata for them is not that good. That’s our business—so we’re working with them to make the collections more useful.

Researchers are excited as these resources come to light with the use of newer technology. We thought streaming video was new technology; now it’s old hat. There’s always going to be something new you haven’t heard of just around the corner, and libraries are going to collect items in whatever format they’re in. You must have ways to describe the content so people can find what they’re looking for—when that needs to happen, we’ll be there to help them with it.
The Changing Law Library

Change in most fields can signify the end of something. But rest assured, although there is gossip about the library ceasing to exist or remain relevant, the role of the law librarian is evolving into something much greater—a cross-collaborating position that assists in all functions of business to deliver on the organization’s bottom line. Our Reference Desk columnists discuss the advantages for libraries in today’s changing legal landscape.

Q

We’re always hearing of dire reports predicting the death of law libraries. What are the advantages for law libraries in 2019? Where are we going?
Maribel: We hear this question a lot, yet I feel like anytime someone reports the death knell of law libraries, I actually get busier at work. How does that work?

While it’s true that today’s law libraries look a lot different than they used to, and technology and automation are certainly forcing an evolution from traditional roles of librarians and library staff, many law firm libraries are thinking outside the box for new ways to stay relevant and necessary to protect the firm’s bottom line.

In my law firm, that has included branching out and partnering with other departments. We partner with our firm’s Docketing team to use library resources to more efficiently distribute case filings to litigation teams, and to ensure that more of those filings make it into our firm’s document management system. We work closely with Professional Development to provide research education sessions to our summer associates and new first-year associates. We collaborate with IT (always our most natural partners) to improve our knowledge systems through countless projects.

In addition to discovering new ways to leverage our legal research skills to help the firm save money, we also work on projects that assist in our firm’s business development. Competitive intelligence, which in many firms has or continues to be a marketing function, is now handled by a group within our library team. We also have become a go-to resource for our business development department, using our transactional or litigation analytics resources to provide information for use in pitches to attract existing clients. By tracking our involvement in these kinds of projects, we can actually measure and quantify the value added through the work done by our staff in relation to new business brought into the firm.

Working with so many different departments in the firm has an added bonus of producing an increased general awareness of how the various moving parts of the firm function (which cannot always be taken for granted in a large firm). In many law firms, particularly in bigger firms, the library might have a tendency to silo itself from the rest of the firm. By cross-collaborating with other departments, the library can improve its visibility, display and highlight the skills of its staff, and demonstrate its worth to the firm and its clients.

Dolly: From the public side, there seems to be a growing awareness regarding what the lack of meaningful access to justice has wrought for both the average person and the courts: chaos. An article in the April 7, 2019, issue of *The Los Angeles Times* typifies countless others on the subject: it describes courtrooms full of self-represented litigants, trying valiantly to plead their own civil cases, argue for custody, fight evictions, and otherwise navigate a system that was not designed for them. The article mentions self-help centers extensively but makes no mention of California’s system of county law libraries, a glaring oversight that is, sadly, all too common. The anomaly that is the public law library is sometimes confusing even to other law librarians, and as we debate the role of law libraries in the future, they are also all too often left out of the discussion.

Public law libraries are an absolute good, and we underfund and ignore them to the detriment of the people who need them the most. In California, at least 90 percent of family law cases have at least one unrepresented party; while the Family Law Facilitator and self-help centers can help with paperwork, law libraries provide access to vital, incredibly expensive research material and databases that are otherwise out of reach for most self-represented litigants, and law libraries provide access to another invaluable resource: librarians and library workers who can help guide their research.

Leaving average people to the mercy of Google and Arvo creates situations where individuals have unrealistic expectations of both the courts and their own ability to navigate them; it creates frustration and leaves the layperson with the belief that the system is biased. (In many ways, it is—but, naively, I hope for better.) When I see the types of things people endure because they feel they have no recourse—landlords who illegally evict tenants, parents who violate custody orders, and let’s not forget the insurance companies—it is a privilege to be able to direct those people to a public law library where they can sit and examine their options for themselves.

Not everyone is cut out to do their own research or represent themselves, of course, but self-representation is not going away. People who need help but lack the vocabulary to know what they need are not going away. People who need access to justice will never go away. As organizations with curated collections of resources and specially trained researchers, public law libraries are on the frontlines, and going forward, we all benefit from making sure these institutions continue to serve.

Scott: It’s ironic that the decision that so many of us made to not be practicing attorneys has inadvertently recast us as ceaseless advocates in the trial of our own profession. We have all had this discussion more times than we would care to count, but I’ll take a crack at this once again here.

The conversation about the death of [law] libraries typically revolves around a fundamental misunderstanding of the dual role that libraries play in the information retrieval process. Those who insist on questioning the value of libraries in the modern world typically focus all of their attention on libraries as disseminators of information and completely ignore the vital role libraries (and professional librarians) play as information curators. It is this secondary (or, increasingly, primary) function of libraries that holds the key to our continued relevance in the digital age, and information literacy, not information
retrieval, is where our advantage increasingly resides.

Information retrieval is easier now than it has been at any point in human history. We know this. We could have a discussion about the digital divide and other structural barriers to information retrieval, but it’s more interesting for my purposes to just stipulate that it’s comparatively a lot easier these days for average people—by themselves, at home, with an internet connection—to access the type of information that they would have previously relied on libraries to provide. So, let’s say that libraries are no longer the go-to source of information that they used to be. Today, information retrieval is not the issue that most of our patrons have—the issue is information selection, curation and synthesis. There is simply too much information available and precious few people know how to separate good information from bad. Stand at the bottom of Niagara Falls and look up. If your first thought is, “My God, this is going to be the end of water fountains,” all I can say is good luck taking a sip. Libraries don’t just offer water—they also offer a cup and a straw. We provide the resources our patrons need to actually make information usable. In a world of information confusion, information professionals become more necessary than ever, not less.

The second part of my answer relates directly to my role as the resident voice of academia in this column. In recent years, the American Bar Association (ABA) has placed an increased emphasis on experiential learning and practical skills training in law schools. As job markets continue to become more and more competitive, the pressure for law schools to produce practice-ready attorneys with relevant skills training will only increase. Law libraries, along with law school clinics, stand as the only departments within the traditional law school structure that are actively selling skills training.

To date, I think that many academic law libraries have done a poor job of leveraging this set of facts to boost their status within law schools. However, since the market conditions that prompted the ABA to begin placing an increased emphasis on skills training are not going away, opportunities will continue to be there for academic law libraries to display their value to schools. It is up to us to highlight the role of libraries within this experiential paradigm and advocate for an increased educational role within our schools.

**AALL 2019 ALERT**
Don’t miss the session “Fostering the NextGen Library Professional: How the Changing Legal Market Shapes Our Roles,” Monday, July 15 from 9:30 a.m. to 10:30 a.m. For more information visit bit.ly/AALL19NextGen.

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AALL’s first-ever Innovation Bootcamp, which took place April 25-26 at Sidley Austin LLP in Chicago, provided real-world examples of how to amplify skills and resources, facilitate new value creation, build support for ideas, and foster a culture of innovation. Bootcamp participants indicated that one of the most popular course topics was “Design Sprints.” Invented at Google by Jake Knapp, design sprints are a way to solve big problems and test new ideas in just five days using these five steps:

- **Define**: Determine what the problem is
- **Diverge**: Look for a solution to a new problem
- **Decide**: Agree on the problem and map out next steps [storyboards can be helpful here]
- **Prototype**: Build a prototype that looks and feels real to users [only build the parts you need to answer the test question]
- **Test**: Test out your design sprint with real users

What are our users really doing with our research tools? The Innovation Bootcamp encouraged me to drop my own biases and get curious about this question. Key methods of design thinking were explored in a fun way, such as how to organize a five-day design sprint, when to create customer journey maps, how to assess usability heuristics, and what to do with user personas. The experience has changed how I interact with others, inspiring more empathy and valuing direct observation of user challenges.

— Jerri Campbell; Research Librarian; Littler Mendelson, P.C.

See more photos at bit.ly/AALLib19
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