FOSTERING A CULTURE OF TEAMWORK AROUND CONTINUOUS PROFESSIONAL DEVELOPMENT
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So how do we keep up and stay one step ahead of being overtaken by robot librarians? According to the McKinsey Global Institute, “by 2030, as many as 375 million workers globally will have to master fresh skills as their current jobs evolve alongside the rise of automation and capable machines.” So to keep up and stay relevant, we must shift to the notion that continuous professional development, or lifelong learning, is a requirement for success. We must foster an environment where we provide our employees with the opportunity to take ownership of their professional development and provide on-the-job training and mentorship so that learning and development become core for all future positions.

In “Fostering a Culture of Teamwork Around Continuous Professional Development,” Teresa Miguel-Stearns provides an excellent framework for developing a team approach to continuous learning. She says “no one person alone can stay current on all developments in every practice area or in every service department. Thus, the team approach to professional development best serves our patrons.” At my firm, we also have taken a team approach to learning by having the embedded research analysts in specific practice areas provide one-hour “Reference Academies.”

As the Baby Boomer generation retires, we must also think about developing our future leaders with new skills, including leadership influence and design thinking. Fittingly, this issue includes Michael Robak’s recap of the inaugural AALL Executive Leadership Institute held last July. The ability to influence—to have an impact on the behaviors, attitudes, opinions, and choices of others—is an essential leadership skill. It is becoming increasingly important to enable information professionals to develop skills that help drive the strategic and business goals of our organizations. As we learn to live in a working environment that continuously changes, the new generation of leaders will need to sell ideas to motivate their staff to support and implement new technologies and new ways of partnering and serving our patrons.

As we begin a new decade, do you have a plan for your career and professional development? Have you reassessed your current position, set priorities for future growth, and explored the opportunities you want to pursue? If not, carefully read the article “A Smarter Way to Make Early and Mid-Career Decisions,” which provides a road map for career satisfaction by stressing the importance of goal setting and networking. The future is yours, seize it!

Steven A. Lastres
salastres@debevoise.com
FOSTERING A CULTURE OF TEAMWORK AROUND CONTINUOUS PROFESSIONAL DEVELOPMENT

Together, strong leadership and teamwork can make all the difference.

BY TERESA MIGUEL-STEARNS

A SMARTER WAY TO MAKE EARLY AND MID-CAREER DECISIONS

Tips for evaluating your interests, setting priorities, and building a network.

BY ALYSON DRAKE, FRANKLIN L. RUNGE & AUSTIN MARTIN WILLIAMS
Your Blueprint for Success

The AALL Body of Knowledge (BoK)—designed to serve as a blueprint for career development—defines the domains, competencies, and skills today’s legal information professionals need for success.

LEARN MORE
Visit www.aallnet.org/bok.
Directors may find interest in Michael Robak’s article on the AALL Executive Leadership Institute, held in Washington, DC, this past July. There is also an article on mid-career professionals and those looking to transition careers by Alyson Drake, Franklin L. Runge, and Austin Martin Williams. As someone who has transitioned roles recently, this article especially piqued my interest. Additionally, librarians and legal information professionals at any stage will find Teresa Miguel-Stearns’s article “Fostering a Culture of Teamwork Around Continuous Professional Development” to be valuable, as continuous learning is key to building your career in the ever-changing legal landscape. Be sure to also read Deborah Hamilton’s article on how creating free professional development webinars that help public librarians better assist patrons with legal research questions can also improve your presentation, training, and collaboration skills.

Professional Development Leads to Career Satisfaction

It is helpful to remember that staying active in career development is one of the best ways that any professional can remain motivated over the many decades that our careers span. AALL assists with career and professional development through webinars, in-person institutes, and the AALL Annual Meeting. Personally, I enjoy these learning opportunities because they also help with combating burnout, which can be common in this field, especially since we are all asked to do more with fewer resources. For an insightful look at the importance of leadership, lifelong learning, and professional development to one’s career, read this month’s Leader Profile, which highlights the 40-year law librarianship career of Mark E. Estes.

As with professional development, leadership development is important to a healthy career. Leadership development is not limited to only those in management roles; you can be a leader at any level. For example, formal or informal mentoring are great ways to further develop your active listening skills, as well as your communication skills. Leadership development also encompasses useful skills that may be overlooked, such as empathy, risk-taking, and providing effective feedback. These are all leadership skills that I developed later in my career after making a few mistakes. Jim Kwik, the 2020 AALL Annual Meeting keynote speaker, has several podcasts to help further develop leadership skills, deal with burnout, and train your brain at bit.ly/JF20Kwik.

The start of a new year brings with it the opportunity to reflect on the past year and look forward to new beginnings. I encourage everyone to review their past achievements, set professional development goals for the new year, and take advantage of the Association’s many fantastic resources to help realize those goals and empower others to reach their full potential, as well.
AALL CAREER CENTER

THE RESOURCE FOR LEGAL INFORMATION PROFESSIONALS

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►►► RECRUIT TOP TALENT

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visit www.aallnet.org/careers
TRENDING

2019 AALL SALARY SURVEY

The 2019 AALL Biennial Salary Survey & Organizational Characteristics report tracked salary data and spending in academic, firm/corporate, and government libraries. It is the only source of comprehensive, comparative salary information for legal information professionals, with data for 24 positions for academic libraries, 18 positions for firm/corporate law libraries, and 26 positions for government law libraries broken out by characteristics such as location, education, experience, and number of people supervised. View the full report at bit.ly/AALLSalary.

EXTRAPOLATED TOTAL INFORMATION BUDGET

The 2019 estimated total information budget for all libraries surveyed increased 8.5%—this follows an increase of 4.1% in 2017 when compared to the 2015 budget.

EDUCATIONAL PROFILE

Most law library professionals held more than one academic degree. More than four in 10 professionals (43.2%) held an MLS without a JD, and 40.8 percent had both an MLS and a JD. Another 13.9 percent had earned an MA or MS, and 5.7 percent had a JD but no MLS. Only 1.1 percent had earned a PhD, and 3.0 percent held “other” degrees, while 5.7 percent held only a BA/BS.

WORKPLACE SETTINGS

Annual salary data for 2,657 individuals were provided by 446 responding libraries, more than half of individuals working in academic libraries.

EDUCATIONAL PROFILE

MLE (No JD) 43.2%
MLS & JD 40.8%
MA/MS 13.9%
BA/BS Only 5.7%
JD (No MLS) 5.7%
Other 3.0%
PhD 1.1%

Turn to page 40 for more survey highlights.
MEMBER PROFILE
VANTAGE POINT

MARCELO RODRIGUEZ
- RESEARCH AND TRAINING LIBRARIAN
- U.S. COURT OF APPEALS FOR THE SECOND CIRCUIT
- NEW YORK, NY

FAVORITE THING ABOUT YOUR JOB?
The ultimate goals of our judicial system include providing public service and upholding the rule of law. As a reference librarian, I’m honored to play my role and be a part of an institution that’s dedicated to imparting fairness, equality, and justice.

A SKILL YOU’D LIKE TO LEARN?
I would love to learn American Sign Language (ASL). I’m even planning to enroll in some classes this coming semester.

IF YOU WROTE AN AUTOBIOGRAPHY, WHAT WOULD ITS TITLE BE AND WHY?
To the Books that Guided Me. I would love to write a book about the books that have helped me become the person I am. Books and reading have been so influential and decisive in my upbringing and constant growing. To this day, I always find time to immerse myself in a good story to learn about others, as well as myself.

WHAT’S YOUR GREATEST ACHIEVEMENT AND HOW HAS IT SHAPED YOU?
Coordinating three different panels for the AALL 2019 Annual Meeting. It allowed me to help shape the intellectual and practical conversations our community should be having about the latest topics and trends, and to liaise with experts in the field, with whom I have partnered on special projects and academic papers.

WHAT INSPIRES YOU MOST?
The students I get to interact with through our civics program in our Court’s Learning Center inspire me the most. They are attentive, critical, and hungry for knowledge. Their enthusiastic and avid minds make me hopeful for the future of our country and the longevity of our democratic institutions.

WINNER OF THE 2019 AALL MINORITY LEADERSHIP DEVELOPMENT AWARD
NEWS & NOTES

Rodriguez, Jenkins, deMaine, and Etheredge Elected to AALL Executive Board

AALL welcomes its newest Executive Board members, who will officially take office in July 2020. Thank you to all of the Executive Board candidates and to everyone who voted in the election.

DIANE M. RODRIGUEZ, assistant director at the San Francisco Law Library in San Francisco, California, was elected vice president/president-elect for 2020-2021. She will assume the presidency at the conclusion of the 2021 AALL Annual Meeting in Cleveland. She will serve on the board until 2023 as president and past president.

MARY JENKINS, director of research solutions and senior law librarian at Accufile, Inc. in Lexington, Massachusetts, was elected to a three-year term as secretary. She will serve from July 2020 to July 2023.

SUSAN DAVID deMAINE, associate director and lecturer in law at the Ruth Lilly Law Library at Indiana University Robert H. McKinney School of Law in Indianapolis, Indiana, was elected to a three-year term on the Executive Board. She will serve from July 2020 to July 2023.

STACY ETHEREDGE, interim law library director and associate professor of law at the University of Idaho College of Law in Boise, Idaho, was elected to a three-year term on the Executive Board. She will serve from July 2020 to July 2023.

AALL Executive Board Actions

The AALL Executive Board met in Chicago on Friday, November 8. During the meeting, the Executive Board took the following actions:

- Approved revisions to the Excellence in Community Engagement Award.
- Approved the 2019-2020 Strategic Directions action plan.
- Approved the 2019-2022 AALL Financial Directions.
- Approved the recommendation of the Awards Committee to keep the Roy M. Mersky Spirit of Law Librarianship Award and the AALL Excellence in Community Engagement Award as separate awards.
- Approved Portland as the city for the 2025 AALL Annual Meeting & Conference, pending favorable contract negotiations.

The Executive Board book and related materials are available on AALLNET at bit.ly/AALLBoard.
AALL Nominations Committee Seeks Candidates for Office

The AALL Nominations Committee selects the candidates for the Executive Board elections. This spring, the seven-member committee will present to the membership a slate of candidates for the 2020 election. They will choose two candidates for the position of vice president/president-elect (2021-2022; serving as president and past president until 2024) and four candidates for two open seats on the Executive Board (2021-2024).

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

For the election, ballots will be distributed electronically to all voting members of the Association in September. The ballots will be counted and confirmed at AALL Headquarters at the beginning of November and election results will be announced once candidates have been notified.

Start thinking about who you would like to nominate now. Additional details, including the nomination form, will be announced in an eBriefing in January 2020.

2020 CALENDAR

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<th>JANUARY 2020</th>
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<td>06 AALL Grant and Scholarship application process opens</td>
<td>01 AALL/LexisNexis Call for Papers Award submissions due (open, new member, and short divisions)</td>
<td>01 AALL Annual Meeting grant applications due</td>
<td>07-08 AALL Competitive Intelligence Strategies &amp; Analysis, Chicago, IL</td>
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<td>13 AALL Executive Board Nominations opens</td>
<td>06-07 Southern California Association of Law Libraries 48th Annual Institute, San Diego, CA</td>
<td>AALL Research Grant applications due</td>
<td>16 AALL/LexisNexis Call for Papers Award submissions due (student division)</td>
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<td>AALL Winter Finance &amp; Budget Committee Meeting, Chicago, IL</td>
<td>AALL Scholarship Program applications due for:</td>
<td>21 Chicago Association of Law Libraries Annual Meeting, Chicago, IL</td>
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<td>20 AALL/Bloomberg Law Continuing Education Grants proposal due</td>
<td>• AALL Educational Scholarship</td>
<td>27 Law Librarians of Puget Sound Annual Meeting, Seattle, WA</td>
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<td>• George A. Strait Minority Scholarship &amp; Fellowship</td>
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<td>03 AALL Awards Program nominations due for:</td>
<td>01 AALL Annual Meeting grant applications due</td>
<td>11-14 113th AALL Annual Meeting &amp; Conference, New Orleans, LA</td>
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<td>▪ Marian Gould Gallagher Distinguished Service Award</td>
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<td>▪ Joseph L. Andrews Legal Literature Award</td>
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<td>▪ Hall of Fame Award</td>
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<td>▪ Emerging Leader Award</td>
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<td>▪ Innovations in Technology Award</td>
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<td>▪ Minority Leadership Development Award</td>
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<td>▪ Public Access to Government Information Award</td>
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<td>▪ Robert L. Oakley Advocacy Award</td>
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<td>▪ Volunteer Service Award</td>
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<td>04-06 AALL @ Legalweek, New York, NY</td>
<td>02-03 AALL Executive Board Spring Meeting</td>
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<td>13 Houston Area Law Librarians Annual Meeting, Houston, TX</td>
<td>16-18 Southeastern Chapter of the American Association of Law Libraries Annual Meeting, Jackson, MS</td>
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<td>14 AALL Executive Board nominations due</td>
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QUICK LINKS

AALL ANNUAL MEETING
bit.ly/AALL2020

AALL AWARDS
bit.ly/AALL-awards

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

AALL COMPETITIVE INTELLIGENCE STRATEGIES & ANALYSIS
bit.ly/AALLci2

AALL SCHOLARSHIPS
bit.ly/AALL-scholarships
**LEADERSHIP RECS**

What book would you recommend or wish you had read before taking on a leadership role?

1. **USING SERVANT LEADERSHIP: HOW TO REFRAME THE CORE FUNCTIONS OF HIGHER EDUCATION** by Angelo J. Letizia (Rutgers University Press, 2017). “To effectively lead and support the team of experts needed in law libraries today, leaders should consider a servant leadership style. Traditional leadership generally involves the exercise of power by one at the top of the pyramid. By comparison, the servant-leader shares power and helps people flourish, resulting in a high level of performance. The author of the book, Angelo J. Letizia, suggests that administrators use their positions not to accumulate power but to exemplify wise and selfless leadership. When leaders serve, they unlock purpose and ingenuity in those around them, resulting in an engaged, fulfilled team working toward a common mission.”

   Jamie J. Baker; Associate Dean & Director of the Law Library, Professor of Law, Texas Tech University School of Law; Lubbock, TX

2. **JUST CAUSE: THE SEVEN TESTS, THIRD EDITION** by Adolph M. Koven and Susan L. Smith (BNA Books, October 1, 2016). “Dealing with employee discipline is an unfortunate reality of organizational leadership. Just Cause provides an excellent framework for leaders for ensuring that disciplinary action is sustained in arbitration. Just Cause is more widely useful than that, however. It lays out a clear set of procedures for ensuring that disciplinary actions are fair to the employees and consistent across the organization. Most valuable for a new leader is the multitude of examples that help to show both when taking disciplinary action is appropriate and how severe that action should be.”

   David Sanborne; Deputy Law Librarian; Cook County Law Library; Chicago, IL

3. **LEAD FROM THE OUTSIDE: HOW TO BUILD YOUR FUTURE AND MAKE REAL CHANGE** by Stacey Abrams (Picador, March 26, 2019). “This is a book I can strongly recommend. I tend not to be a fan of many ‘traditional’ leadership texts that are so often recommended because, although I can appreciate the value of the ideas being shared, those texts, to me, lack relatability. Abrams’s book is a relief in that respect because it addresses so many issues that might prevent those of us who were not born into opportunity from even trying to take on a leadership role. Abrams directly addresses internal and external barriers to leadership and, most importantly, the role that ‘otherness’ and fear can play in shaping a potential leader’s successes and failures. Her candid perspective on leadership is worth reading.”

   Clanitra Stewart Nejdl; Research Services Librarian and Lecturer in Law; Alyne Queener Massey Law Library; Vanderbilt University; Nashville, TN

4. **THE COLLABORATIVE IMPERATIVE: LIBRARIANS AND FACULTY WORKING TOGETHER IN THE INFORMATION UNIVERSE** by Dick Raspa and Dane Ward (American Library Association, ACLR 2000). “In 2000, while working as a reference librarian at Northern Kentucky University, I read The Collaborative Imperative. It guided me then, as a young law librarian, and it guides me today. In order to stay relevant, the authors maintained that librarians must first network, then coordinate, and ultimately collaborate with faculty—collaborating being when a librarian and faculty member work together as a team in pursuit of a common goal. I firmly believe that the academic law library will thrive if its librarians collaborate regularly with faculty. I make this my primary goal and the goal of my librarians. If this occurs, stakeholders will not question the library’s worth and faculty will be the law library’s strongest advocate.”

   Eric Young; Assistant Dean & Law Library Director; University of South Dakota; McKusick Law Library; Vermillion, SD
FOSTERING A CULTURE OF TEAMWORK AROUND CONTINUOUS PROFESSIONAL DEVELOPMENT

BY TERESA MIGUEL-STEARNS
Together, strong leadership and teamwork can make all the difference.

Developing professionally, including staying current on trends and making contributions to relevant fields, is essential in any profession. Being at the forefront of your profession allows you to provide the most accurate information and efficient services to patrons and colleagues, to teach in the most effective manner, to collect strategically, and to preserve resources for future generations of scholars. Thus, a librarian’s professional development is a key component in developing a team that will ultimately be able to fulfill the mission of the library and, by extension, the larger institution.

**Professional Development Is a Team Sport**

While teamwork is essential to providing the very best services and information to our patrons, developing professionally is no less dependent upon our teammates. Regardless of library type or position within the library, each member of the team contributes to their colleagues’ professional development, and everyone can benefit from others’ knowledge and opportunities. And while time is, of course, the hardest-to-find and most team-dependent resource, many of the ideas and examples that follow can be implemented quickly and at low or no extra cost.

**Leaders Must Create Opportunities for Everyone to Learn and Improve**

Some of the most exciting aspects of working in the legal information profession are being surrounded by smart and innovative minds and having access to cutting-edge legal and technological resources. However, due to pressures of our day-to-day work and personal obligations, we often fail to take advantage of many opportunities. Thus, leaders have the responsibility of cultivating an environment of continuous learning.

**Create a Professional Development Committee**

Creating a Professional Development Committee within the law library is an easy and natural way to empower employees to work with library leaders to foster a culture of continuous learning. The Professional Development Committee might be tasked with organizing guest speakers and library-wide activities, such as webinars and workshops.
Because the entire staff attends, a workshop gives everyone a common vocabulary and basis of understanding, which provides a framework to implement best practices and revisit what was learned in the workshop at crucial times.

If the law library is on or near a college campus, the committee could invite professors, researchers, fellows, librarians, and other experts from around campus to share their work and expertise. Law library and knowledge management directors enjoy sharing their experiences as well, and it is inspirational for staff to hear a director or panel of directors share their varied paths and philosophies.

The committee could also work with human resources or the local office of staff development to create and tailor workshops for the law library. Examples include workshops on Mutual Respect in the Workplace, Navigating Conflict, Managing Difficult Conversations, etc. These types of workshops benefit every employee at every level and tend to focus on soft skills. Barbara Glennan, associate director for public services and educational technology at California Western School of Law Library, suggests even more specialized soft skills training: “Start by defining which skills are most valuable for specific positions, then seek out (or create) training and development opportunities accordingly.”

Attending a workshop obviously does not make one an instant expert in the field. However, because the entire staff attends, a workshop gives everyone a common vocabulary and basis of understanding, which provides a framework to implement best practices and revisit what was learned in the workshop at crucial times.

Similarly, at Debevoise & Plimpton, LLP, Steve Lastres, director of knowledge management services, oversees a Reference Academy that involves librarians teaching their areas of expertise to other librarians. Librarians develop an expertise because they are embedded in a particular focus area of the firm’s practice. They share their knowledge with colleagues around the world not only to support the professional development of their colleagues, but also for a much more practical reason — so they can take a vacation and their colleagues can cover the practice area’s needs in their absence.

**Grow a Professional Development Library**

With minimal effort, a law library can curate a Professional Development Library, both in print and electronically. A small and tailored collection of print books about leadership, management, mentoring, and the like is easy and inexpensive to build. *Harvard Business Review* has a plethora of interesting and affordable titles on management and leadership to get the collection off the ground. Colleagues will begin to suggest titles they hear about in the *New York Times* book review section, on NPR, or through their favorite podcasts.

Complementing the print Professional Development Library is a cloud-based Professional Development e-Library. This e-Library is also open to all members of the library and everyone has permission to upload and download items. This e-Library is organized topically and populated with articles, chapters, book reviews, book summaries, workshop notes, conference presentations, and other shared material. Law firm librarians might create repositories of specialized subject area materials, especially for firms that span the globe since different offices have different foci.

The success of these libraries relies on many contributors—the entire team—to provide quick access to short and pithy pieces for just-in-time learning.

**Look Outside the Law Library for Opportunities to Learn**

Beyond traditional avenues of law librarian training, there are opportunities to leverage unique resources at no cost. For example, at Debevoise, librarians are required to attend Practical Law Institute (PLI) sessions related to their assigned practice area. Since the firm is a member of PLI, there is no additional cost for the librarians to attend the sessions. Afterward, colleagues are expected to write a report sharing information with the research teams.

Several years ago, Holly Riccio, law librarian, leveraged experts in her firm, O’Melveny & Myers LLP, to create an extensive in-house management program. Course faculty was composed of leaders in the firm, both administrative staff and lawyers, so no funding was required (although the project took time). Managers and supervisors in every department were invited to participate. Riccio created a lending library of referenced materials, and handouts and files were shared on the firm’s intranet.

For academic law libraries, the costs are minimal and the benefits multiple when all employees have the opportunity and explicit permission to attend as many on-campus workshops and training sessions as possible—not only for the development aspects but also for the networking. Lauren Collins, associate professor and law library director at Cleveland State University, Cleveland-Marshall College of Law Library, wrote that she “encourage[s] the librarians and staff . . . to consider campus leadership programs and to create their own professional development opportunities.” Cleveland State University grants its employees eight graduate-level credit hours per semester.

Staff might also be encouraged to visit their counterparts in other departments on campus as well as other
nearby law libraries in order to observe how librarians there work. When they do, they frequently return with ideas about processes or services one might add or modify. They also return with a renewed appreciation for certain aspects of their own job and workplace. It is a win-win for everyone.

**Implement a Rotation System**

On-the-job experience with progressively more responsibility is the primary method employed to develop colleagues professionally. All too frequently, however, promising managers and leaders whom we have been developing for years must leave to move up the ladder. This does not have to be the primary model, particularly for middle management.

Columbia Law Library’s administrative rotation system provides reference librarians with the opportunity to work in a variety of roles, including as coordinator of instruction, as liaison with vendors, and in foreign and international law. Consider going one step further; that is, create a rotation to include all library departments and units.

Alternatively, initiate a two-to-three-year rotation for a department head position. This would give those with leadership aspirations the opportunity to lead and gain valuable managerial and supervisory experience. At Columbia, the department head position comes with a financial stipend each month, which means the librarian’s base salary remains the same, so the transitions are simpler. With this type of system, there is no presumption a librarian will leave the library at the end of the rotation. Some may even discover leadership is not for them! Everyone in the department and in the library is supportive of giving fellow colleagues the opportunity to lead a hard-working and team-oriented group.

**Allow Job Crafting and Exploration**

For colleagues who are new to the profession or for those interested in exploring other aspects of the profession, leaders and managers can facilitate opportunities for colleagues to execute an 80/20 plan, where one day each week (or 20% of their time) they are working in another unit and learning a new skill within the law library. This is an exciting opportunity not only for the colleague learning new skills, but also for the entire library, which gains a multi-faceted team-player who shares insights and can work across departments.

**Encourage Research and Writing Time**

Writing is not an individual sport in a law library. Librarians often depend upon the support of library administration, managers, and peers in order to find time to research, write, and help polish their scholarship. Leaders might consider developing an internal writing leave policy whereby colleagues can request time.
away from their core duties to focus on finishing an article, chapter, or book. Provide a “secret” closed carrel, reserved for librarians, tucked away in the library, where a colleague can escape for uninterrupted writing time. Encourage colleagues to schedule “Focus Time” on their calendars to prevent interruptions. Focus Time is recurring blocks of time on one’s calendar complemented by a sign or sticky note on their door or workstation that indicates to all that they are not to be interrupted. Focus Time isn’t only for scholarship. It is also a great way for legal research instructors to reserve time to prepare for class and reflect afterward.

At UNC-Chapel Hill, Anne Klinefelter, director of the law library and professor of law, leads a management team that works with their direct reports to schedule time for research and writing projects. Librarians can also petition library administration for longer times. It is up to the librarian to decide where they would like to write, and because our colleagues at UNC consider writing part of their job responsibilities, writing on library time is encouraged and supported as much as possible.

**Institute a Scholarship Workshop Program**

Consider developing a two-fold writing and scholarship program in the library: (1) match experienced writers with those less experienced to provide support (such as co-authors or editors) in the writing process, from beginning to end; and (2) create workshop opportunities to help strengthen scholarship—similar to the annual Boulder Conference but on a local scale.

Law librarians at UNC-Chapel Hill already have an active workshop that meets roughly nine times per year. Authors circulate a draft one week in advance of the workshop, and colleagues read them to ask probing questions and provide feedback. The group established guidelines for the workshop, including around constructive feedback. It takes effort to keep momentum for this type of activity, since librarians often feel they need to address patrons’ priorities before their own.

Such strategies to support librarian research and writing may not be necessary in those academic law libraries where librarians are faculty. However, for all other librarians for whom writing and publishing is not a job requirement, these strategies could prove crucial to giving librarians “permission” to spend time at work producing meaningful scholarship. Further, even though many academic law librarians do not enjoy tenure, many undergo a promotion process during which they are evaluated in part on demonstrated professional activities. Regardless of status, librarians must be strategic and deliberate if they want to write on work time. Having formalized policies and tools in place can make the difference.

**Encourage Sharing**

Everyone has something to contribute and share with the team, and everyone benefits from their teammates’ successes. Holly Riccio and Steve Lastres have leveraged their colleagues’ expertise effectively, as discussed previously, in their respective internal academies. There are also many opportunities to get our colleagues and their work into the public sphere, which is beneficial to those on the receiving end who learn something new, and to the person sharing, who is developing a publicly recognized expertise in a particular area.

Sharing scholarship, teaching methods, innovative cataloging concepts, project management techniques, etc., with colleagues around the country will create networks and collaborations that will further lead to individual and profession-wide improvements and efficiencies. Sharing is also personally rewarding when one realizes that their efforts are helping to improve even a small aspect of our work or a service.

Leaders find their own rewards in listening to and learning of the successes of their colleagues whom they have supported along the way. For many directors and managers, watching colleagues flourish and succeed under their leadership and support is the biggest reward possible.

**En Fin**

Our profession is changing more quickly than ever. Artificial intelligence, data analytics, and law practice technologies are changing law practice, law teaching and legal scholarship, and, in turn, our delivery of legal information to support these efforts. No one person alone can stay current on all developments in every practice area or in every service department. Thus, a team approach to professional development helps us stay ahead of the curve and keep abreast of wide-ranging topics in legal information and law librarianship. Consequently, as a team we are able to serve our patrons—attorneys, professors, students, pro se litigants, and the general public—more effectively.

Although the initial spark of developing a culture of continuous learning, creativity, and sharing in the library may need to come from the leader, successful programs around professional development rely on the entire library team to participate, collaborate, and support one another. Remember, there’s no ‘i’ in team!
This year, following the 112th AALL Annual Meeting in Washington, DC, AALL held its first-ever Executive Leadership Institute at Georgetown University Law Center. The Institute, held over one and a half days, covered design thinking and creating influence, and included roundtable discussions on issues related to the overall management of the law library. I left feeling personally empowered to make good, strategic decisions, and ready to attend the next Executive Leadership Institute to learn even more. I hope you find the takeaways in this article by Michael Robak useful in your own personal leadership development.

— Michelle Cosby, AALL President
A Brief Review
Let me begin with a conclusion: Every director from academic, government, and private law libraries who could not attend the inaugural AALL Executive Leadership Institute should make the time to attend the next offering; it is one of the best AALL events you will ever attend.

This very short review in no way does justice to what was an inspiring and highly useful event. I am a fan of immersive learning events that provide individualized actionable takeaways. This event was that and more, and it also offered a kind of “cross-pollination” that may be somewhat diluted at the higher-volume Annual Meeting.

Day One: “How Might We … ?”
On the first day, after breakfast networking and an introduction to the Institute, we launched directly into Vanderbilt Law Professor Caitlin “Cat” Moon’s presentation entitled “Using DESIGN to #MakeLawLibrariesBetter.” The keywords for this session were innovation and innovating for the law. Her discussion on Human-Centered Design was framed as the true direction for leadership in the twenty-first century. She examined the five mindsets behind design: Radical Collaboration, Experimentation, Ambiguity, Empathy, and Curiosity. Moon then took us through the elements of the Design Thinking process: Discovery/Empathy, Define/Reframe, Ideate (Brainstorm), Prototype, Test, and Iterate (Feedback).

One of the great delights of her presentation was an introduction to the work being done by a whole host of inspiring individuals in this space. From Giorgia Lupi’s work in visualization, data, and design to Nilofer Merchant’s Harvard Business Review piece entitled “To Change Someone’s Mind, Stop Talking and Listen.” But this was much more than a presentation. Moon provided a hands-on opportunity to use and learn the human-centered design sprint methodology, which encourages reframing the challenge as “How might we …?”

Institute participants moved around to create balanced teams and were given three challenges from which to choose one to work on: 1) How might we lead the charge for innovation across the legal spectrum? 2) How might we play a central role in building collaborative legal knowledge supply chains? 3) How might we position the law library as the refinery and distributor of advisory knowledge?

Moon walked through the design sprint format, which consisted of 10 phases lasting a total of 76 minutes. After teams selected their challenge, the process moved from the first phase, with each team member “writing down as many specific (narrow) challenges/problems related to the primary challenge,” to the final phase, with the team working together to create a storyboard for the solution. The event ended with each team presenting their solution storyboard.

As we all learned, design success hinges on communication, and this process can be applied to a wide range of challenges.

Conversation Circles
Prior to the Institute, attendees had been asked to submit their top three biggest issues facing the profession for “Conversation Circles.” Institute attendees reviewed the topics and then moved into groups to discuss the topics with the most interest. I participated in the Innovation discussion group.

Prior to the Institute, attendees had been asked to submit their top three biggest issues facing the profession for “Conversation Circles.” Institute attendees reviewed the topics and then moved into groups to discuss the topics with the most interest. I participated in the Innovation discussion group.
and law firms need someone to guide them through it. Using tools such as Tableau, private law librarians are in a perfect position to provide strong collaboration, particularly with newer attorneys. It also became clear (at least to me) that this has a flip side for academic law librarians in that we can help shape curriculum to give newer attorneys the skill sets for innovating law practice. This was a terrific conversation on moving librarians to become legal engineers and knowledge architects. The last session of the day focused on succession planning and what new skill sets (tech skills, video editing skills) law librarians need to bring to the table to better support attorney practice. The first day ended with lots of energy and enthusiasm from the terrific conversations.

Day Two
The next day started with Cornell Professor of Practice Management, Risa Mish, presenting “Art of the Sale: How to Gain Genuine Leadership Influence.” This session was nothing short of terrific. Mish’s talk was energetic, enthusiastic, and incredibly motivational.

She began by describing Influence as the confluence of three components: Ethos (Credibility); Logos (Logic), and Pathos (Emotional Connection).

To have influence you need to be credible. So, how do you develop credibility (Ethos), which helps build confidence? This comes from knowing your Core Values. When you have clarity in your core values it creates changes within you. Mish then ran a Core Values exercise so that each member could discern what core values they maintain. You need to be able to convey your personal value proposition in such a way that it is conveyed through you. People respond to people who have clarity in their personal value proposition. Because at the heart of influence is getting another person’s time (attention)—if you can’t get their time they don’t understand your value proposition. Mish walked through the nonverbal cues that can reduce (or enhance) our value proposition message and affect the ability to influence.

The second part of Influence is Logic (Logos), particularly the logic of your pitch. The structure of the pitch you are making is everything. One method for a pitch is to reframe the issue so that the problem is seen as a gap. In other words, getting people to move forward on your proposal involves discussing the current and desired states and showing how we are solving a problem by closing that gap.

The third part of Influence is Emotional Connection (Pathos). Mish talked about strategies for developing the connection and creating rapport, including mirroring, which is an essential task for putting a person at ease. The other key to building rapport is to engage with the person in a way that allows you to figure out what you have in common. This begins as early as the first meeting in which, for example, upon introduction you need to make eye contact long enough to know the person’s eye color. The most important point is to LISTEN. As Mish demonstrated through listening exercises, we need to listen to understand—what are they thinking, how are they feeling? The most fundamental need of every human is to be heard, and as we each have our own core values, learning what others value is key to understanding others.

There was enough time left to review some points from the session on Critical Thinking that was meant for the first day. I think it’s fair to say that Mish left us all wanting more.

Final Thoughts
At the conclusion of the Institute, the group took time to reflect on what they learned and raised a number of issues about how to go forward. A series of questions were asked, such as: How does this cohort keep the conversation moving forward? What are the purpose and goals behind the Executive Leadership Institute? Should such an Institute only exist at the director level? I can tell you the Institute provided great conversations, generated real enthusiasm, and provided every participant with a personalized action plan for developing influence.

My final note is to sing the praises of Celeste Smith and the other folks at AALL for pulling this together, and of Femi Cadmus for her leadership in getting the Institute underway.

EXTRA
View photos from the AALL Executive Leadership Institute at bit.ly/AALLeLi19.

READ
AALL Spectrum’s November/December 2016 Ask a Director column “Successful Leadership,” at bit.ly/ND16Director.
A SMARTER WAY TO MAKE EARLY AND MID-CAREER DECISIONS

BY ALYSON DRAKE, FRANKLIN L. RUNGE & AUSTIN MARTIN WILLIAMS

TIPS FOR EVALUATING YOUR INTERESTS, SETTING PRIORITIES, AND BUILDING A NETWORK.
In the summer of 2018, a group of law librarians escaped a conference at lunchtime. They braved the hot weather and an unfamiliar city to find a lunch spot where they openly compared notes on career satisfaction, work/life balance, the role of librarians at different institutions (including management responsibilities), and how to navigate a career move. The people sitting around the table were in their mid-30s to mid-40s and they represented a variety of academic institutions. Each of them had at least seven years of librarianship experience. For some at the table, it was their first honest conversation about their career development since becoming a law librarian. Following that lunch, the conversation kept going.

In March 2019, some of the same librarians presented a program at the Southeastern Chapter of the American Association of Law Libraries (SEAALL) Institute on Leadership and Career Development. Their goal with that program—along with this article—is to formalize information sharing about early and mid-career decisions in a safe and productive space.

Before jumping into specifics, it is critical to acknowledge that law librarians do not make decisions in a vacuum. Sometimes career choices are influenced by a variety of factors, including finances, family concerns, job loss, geography, and the search for a first job. This article cannot unpack each of those situations, but it can assist law librarians that have the privilege of exploring professional options.

Evaluating Your Current Experience

Regardless of whether you are looking to make a change or if you are satisfied in your current role, you should take time every year or two to evaluate your current position. Doing so will allow you to make better decisions about future opportunities and hopefully prevent you from making career decisions based solely on current job dissatisfaction, school rankings, or other short-term factors that will not provide you with long-term career satisfaction. When evaluating your current position, consider what you like and dislike about your current position, and identify your priorities.

In terms of what you like or dislike about your current position, it is important to evaluate both your day-to-day responsibilities and other aspects of your job that can have an impact on career satisfaction. Taking stock of what you like or dislike about your responsibilities will help you determine what you should be looking for in future positions. Even the same job title at a different school may require different levels of teaching, public interaction, managerial responsibilities, and administrative work. Moreover, taking on a new position within the same library or department can change your day-to-day responsibilities. You also need to consider other factors, such as working hours, organizational hierarchy, office location, and professional and university service expectations. In addition, you should consider your library’s mission, vision, and culture. Do you value if your library is student or faculty...
focused? Is it a place where there is an expectation to try new things, or does it have established programs and procedures in place that are executed regardless of the individuals that make up the staff? Taking all of this into account will give you a clearer picture of what position may bring the most career satisfaction to you in the future.

Setting Your Priorities

Identifying your priorities is a critical step in evaluating your current experience. Amongst law librarians, there is a pervasive idea that the ultimate goal for librarianship is to become a director/manager. However, for some librarians, achieving such a goal would take them away from the parts of librarianship they truly value, which may eventually lead to job dissatisfaction. What one librarian cherishes about their work may differ radically from the next—and it is a question that each librarian must answer honestly for themselves. Maybe what excites you most is doing administrative work, interacting with patrons, teaching, organizing information, or engaging in challenging research projects. It is important to distinguish between what you actually like about your work and what you think you are supposed to like, if you want to advance to a certain position. Ask yourself what pieces of librarianship excite you the most and consider what roles and duties will best provide you with opportunities to do that type of work. Then, in looking at job openings, you should critically analyze whether positions will allow you to engage in work that will fulfill you.

Talk to Your Mentors and Peers

In addition to evaluating your present position and identifying your current priorities, you should also look to the future and identify what you hope to gain if you make a change at this point in your career. Talking to mentors and peers can shed light on opportunities that may or may not be best suited to your interests, skills, and preferences. These people can take on different forms and fill different professional needs for you.

First, you may have a traditional mentor, someone with significant experience in the field that you look to for advice. You may not have worked directly with this person, but they may be able to shed light on the position or people you would be working with in a new position. They may also be able to give insights on how a particular position might fit within your long-term ambitions.

Second, you may also have trusted peers—often those who came up in the profession with you—who are in a similar phase of their career as you and that you can have frank conversations with about your ambitions and desires. At the SEAALL Institute, the attendees called this category “friend colleagues,” as within this group are people you probably talk to most frequently and with whom you can be most open.

Finally, it is also helpful to develop a trusting relationship with your direct supervisor so you can express your priorities and goals, as they can provide internal opportunities to help bring job satisfaction in your current position or to give you a leg up when you are searching for a new opportunity that aligns with those desires.

To seek these people out when you are actively considering a change, you must also check in with them from time to time when you are not looking for a new job. This will cultivate the types of relationships you need when it comes time to make critical career decisions.

Gathering a diversity of opinions when making a career decision is critical in weighing out the pros and cons of the new position you are considering.

Some questions to consider when talking to a mentor or peer include:

- Are you looking for something that will challenge you?
- Are you hoping to grow in an area that you do not have the opportunity to develop in your current position?
- Are you trying to move into a position that will allow you to spend more time on responsibilities that you find personally and professionally satisfying?

Talking through these questions with someone else will help you identify and articulate what you really want in your career and can provide you with a much-needed outsider’s perspective.

Other Key Early to Mid-Career Factors to Consider

Evaluating your current position, setting priorities, and talking to professional colleagues can help you determine what opportunities to pursue. Once you are in the applicant pool, you must also fully consider the opportunity that is in front of you. In addition to the items...
discussed above, here are few other factors that will be unique to each position and institution.

Factor 1: Professional Development
Law librarians have different professional development goals and those goals change over time. It requires time (and frequently funding) to write articles, read articles that will improve your librarianship, attend webinars, present at conferences, or attend workshops. When looking to make an early or mid-career transition, ask questions about an institution’s support for professional development. If you will be on a tenure-track, does the school allow you to have writing time or professional development leave in your schedule? Will the institution purchase materials (e.g., monographs, software programs, etc.) that facilitate your research? Does the institution have a stated spending cap per librarian? Is the cap flexible? If there is no explicit spending cap, you will need to ask the potential employer a series of detailed questions about their approach to professional development. It is best to get professional development promises before you join an organization, when you still have leverage in negotiations, as opposed to waiting until you are in the “belly of the beast” to start with your requests.

Factor 2: The Role of Law Librarians at Different Academic Institutions
Your professional growth will inevitably be influenced by how your institution views you as an employee, and each institution has a bespoke approach. Across academia you will see law librarians that are tenure-track faculty, nontenure-track faculty, a nebulous mix of faculty and staff, or professional staff members. Within these various labels, you will see law librarians that may or may not have voting rights, service requirements, scholarship requirements, or teaching responsibilities.

At different points in your career, you might enjoy different types of institutional responsibilities. Receiving tenure is a notable accomplishment, but it might not be the only answer to your professional growth. It is a challenge to balance the rigorous work of law librarianship, faculty committee work, and writing responsibilities. It is just as defensible for a law librarian to want voting rights at a faculty meeting as it is to never want to attend a faculty meeting.

In addition to the various labels that law librarians have, there is also variety in how they are treated within academic communities. At some institutions, law librarians are rarely seen or heard by the faculty or administration; at other institutions, they are viewed as integral team players. It is hard to ascertain this type of data during a job interview, when everyone is on their best behavior. You can ascertain this type of data, however, by building and nurturing a network of colleagues at national or regional conferences.

Factor 3: Management Responsibilities
You may open additional professional opportunities if you have management experience on your resume. This can be more difficult to come by in an era of shrinking library staffs and the implementation of “flatter” organizational structures. If you are interested in middle management positions or becoming a law library director, you should begin exploring opportunities to gain management experience in your current position or look for a position that will provide that opportunity.

Managing others is one of the hardest tasks in the modern workplace. You must ask yourself if you are interested in and able to facilitate another employee’s professional performance and growth. Effective managers in law libraries must have more than patience for the task; they must be actively engaged in regular and healthy communications with staff members, lead scheduling and long-term planning, and provide staff with continuous feedback on job performance.

The Decision Is Yours
Early in your career as a law librarian, it is easy to push the “cruise control” button professionally because this is an intellectually rewarding job. While it takes time and energy, we have found the best path to career satisfaction is setting priorities and building a network. Work to find and foster a group of law librarian colleagues that will share data, speak honestly, and unpack experiences. Evaluating early and mid-career decisions is a difficult task, so why do it alone? ■

READ

AALL2GO EXTRA
Mark E. Estes’s career in law librarianship has spanned 40 years. How did it all begin? A fateful crash while trying to get on the U.S. Olympic cycling team landed him as a graduate teaching assistant for Al Coco, a then-prominent member of the American Association of Law Libraries (AALL). Since becoming a member of AALL, Estes has been extremely active, donating his time to several committees, chapters, publications, and programs. Although he has moved on from his last position at a county law library, he continues to be active in the law library community, volunteering his time for a profession he truly loves and working part-time at the University of San Diego Pardee Legal Research Center.
“During my time in law school I was racing bicycles. I tried to make the Olympic cycling team,” recalls Estes. “Right after spring break started, I crashed at a race, landed on my face, and took 60 stitches around my eye. That threw me off the cycling effort and ultimately led me to realize that come August, when school was about to start, that I wasn’t ready to enter the real world. I wanted to stay in school longer.” Fortunately, Denver offered a dual degree program with the library school and they had two teaching assistant positions in the reference desk area. One of those positions had become available that January, so Estes applied in mid-August and started in September on a joint degree program. In January he earned the graduate teaching assistant position.

Estes first learned about AALL from Al Coco. “When I was working for Al Coco, he was chairing the AALL Placement Committee,” recalls Estes. “He was also the first and only person to petition for a position on the nominations form for vice president. Up until that time only one person was nominated for each position, and you had to know somebody to get yourself nominated. He petitioned to get on the ballot, and he won. So that experience with him introduced me to the Association. AALL is a way to give back to the profession, to learn about the profession, and to further the role of law librarians in the world.”

He earned his JD and MLS from the University of Denver in 1977. His first job was as head law librarian and assistant professor of law at the University of LaVerne College of Law. He became the director of library services in 1980 at Holme Roberts & Owen LLP, which is now Bryan Cave HRO. While there, Estes worked to establish a print collection, then helped to convert the collection to an electronic format. In 2008, he once again changed library types and became law library director of the Bernard E. Witkin Alameda County Law Library.

Since joining the Association as a student member in 1977, Estes has dedicated a large portion of his career to volunteering. He served as AALL President from 1992-1993. He also chaired the Economic Status of Law Librarians Committee, the Government Relations Committee, and was a member of the AALL Consulting Services Advisory Group. He was president of the Southwestern Association of Law Libraries and BayNet and has been an Executive Board member for the Colorado Association of Law Libraries. In 2016, he was inducted into the AALL Hall of Fame, and in 2018, he received the Marian Gould Gallagher Distinguished Service Award.

Here, Estes describes his leadership experiences, offers advice on scheduling strategic planning, and discusses the importance of professional development.

You retired this past year from your position at the Bernard E. Witkin Alameda County Law Library but have stayed active as a consultant. What made you decide to remain active in the profession?

I retired from the Alameda County Law Library because I needed to shorten my commute. For a year I had been staying in Alameda County and commuting most weekends to my home in San Diego. Since my retirement from Alameda, I have continued to serve on a task force for a commission on consultants and continue to read the newsletter. Most recently, I joined the San Diego Chapter of the American Association of Law Libraries (SANDALL). In early August I started working part-time at the University of San Diego Pardee Legal Research Center as a reference librarian. I can’t stop. One of my colleagues from Denver jokes that I bleed purple. AALL is very important to me and I believe it’s important to our overall cause for access to justice. I can’t imagine not doing something related to law librarianship. And going back to school, as it were, into an academic library is just delightful. I will continue to consult for county, government, and law firm libraries. I will also continue writing.

What role has AALL played in your career?

It’s given me an opportunity to practice skills—communication skills generally, writing more specifically—and a platform to be a speaker on a variety of topics. It also provided me with a chance to learn from others and drop what I’ve learned into other places so that skills can spread.
Quick Hits with Mark E. Estes

Superpower you wish you had?
The ability to type 100 words per minute.

Words to live by?
Save a reader time.

Book you’ve recently enjoyed reading?
I’ve got three: White Fragility: Why It’s So Hard for White People to Talk About Racism; The Cult of the Constitution; and The Water Dancer.

Favorite travel destination?
Colorado: South Park and the Peak to Peak Highway in October to see the Aspen changing color on my motorcycle.

Guilty pleasure?
Riding on my motorcycle.

You have served on a number of AALL committees. What has been the most rewarding volunteer opportunity for you?
As president and a member of the AALL Executive Board, the chapter visits were rewarding because I got to listen to people from all over the country, I got to visit other libraries, get their ideas, and share those ideas with others. As vice president, coming up with the idea of creating the Members Open Forum. I thought of that idea because back in the tumultuous time of the early ‘90s the SISs, in particular the Social Responsibilities SIS, had lots of ideas to bring to the Association but no good way to bring those ideas to the business meeting for discussion. So, I thought of the open forum idea where people could raise questions and begin a discussion. Then I appointed the special committee that selected Roger Parent as executive director.

You were director at Alameda County Law Library for 10 years and, prior to that, you were the director of library services at Holme Roberts & Owen for 28 years. For those who have been in leadership positions for a long time, what do you recommend they do to ensure professional growth?
If you want to succeed as a leader, you’ve got to keep learning about your staff and your role within your parent institution and that institution’s role in the larger world. To me, that all encompasses professional development. Professional development isn’t just belonging to your professional association. It’s attending conferences. It’s thinking about what you want to learn and suggesting programs. It’s serving on a program as a panelist so that you learn and can share knowledge. You read the professional literature, and you read outside the professional literature on topics that are seemingly not related but in fact are.

Look for every opportunity to learn, there are some good things trending. If you want to succeed as a leader you’ve got to keep on finding ways to do new things to draw attention to your library. So be curious. That’s the biggest thing you can do, keep your sense of curiosity alive.

What lessons have you learned from the leadership roles you’ve held in AALL?
Don’t get too far ahead of your audience in dropping ideas. If you interact with me enough by now you know that I generate ideas and sometimes they go way out there. A leader can do that but if you’re trying to take your group someplace, you have to be sure not to get too far ahead. Theodore White wrote The Making of the President 1960 and used the wagon train analogy of leadership. The successful wagon train leader was ahead of his wagon train far enough to see what was over the hill but not so far ahead that the train lost sight of him. That’s the key, you’ve got to be in just the right place. It taught me that you have to nourish an idea as well as your audience and bring them to the point where they understand what you’re trying to accomplish. As a leader, both at AALL and in my career, I fear that often I realized this point too late. It’s important that one checks in with all of the members of your team equally. You can’t pay more attention to somebody who’s close or who’s first on your telephone list. You’ve got to be sure that you’re checking in with everyone on your team so that everyone feels that you are engaged with them.

As a leader, how did you balance tending to immediate needs with strategic planning?
By really paying attention to Steven R. Covey’s The Seven Habits of Highly Effective People. I even got a chance to see Stephen Covey, and that was a great experience. Do the strategic things you have to do—schedule the time and honor that time. If you’ve got an appointment to do...
strategic planning with yourself or your group at that time, nothing can interrupt it. It’s like having an appointment with the executive director or a partner, you show up to the meeting when it’s scheduled. Let people know, “I’ve got this time blocked off to do planning, that’s what I have to do now without being interrupted.” Other times I can deal with some fires, but for planning purposes I had to schedule the time. I think everyone has to do this because otherwise the urgent matters will always crowd out the important tasks.

What’s the best career advice you received during your 40-plus years as a law librarian?
The best advice was to attend a government law library program in Williamsburg, Virginia. That was in January 1990, the year I was running for AALL vice president. Why was that the best advice? Because that put me in front of state, court, and county law librarians, and until that time, I had been in private law libraries and academia. These other organizations didn’t know me. But on the recommendation of one state law librarian, I attended that conference. I learned a lot, and I met a lot of people. And I think that helped with the election.

What advice would you give to a colleague in the earlier stages of his or her career?
Invest in your retirement fund early by actively networking. Early in my career I was frustrated with the “Hi, hello, how are you?” part of the job. It took me 20-plus years to realize that, “Hi, hello, how are you?” gives the other person as well as yourself a chance to calibrate with you, and you with him or her. This is helpful because not everyone can process an introduction the same way. I can do a lot of things really quickly and that gives me trouble sometimes, sort of like answering a question too quickly on Jeopardy! We need the social nicety of the introduction to give each other a chance to have that moment of recall from our memory banks.

What aspect of legal information are you particularly excited about right now?
Well, I am excited and troubled about several things. Access to justice is terribly important, and while there are many wonderful, exciting aspects of technology, I worry that access to justice will continue to become an even more uneven playing field. The large firms and corporations who can afford to buy the latest technology get to use all of these cool tools that speed the research process, the drafting process, and the keeping notes of where you’ve been and what you’ve done on the case, whereas self-represented litigants, small firm librarians, and small and solo practitioners do not. I’ve got to copy and paste any relevant information I find myself. I can’t link relevant information to research I’ve already done to build that history. That’s on me and the self-represented litigant, and I think that’s unfair. I don’t know how we as law librarians can do something to increase the fairness of it. But we’ve got to figure out a way.

For individuals who are approaching or have reached the retirement milestone, what benefit do you see for them in continuing their AALL membership and their involvement in activities with the Association?
Continued intellectual growth and engagement—as long as you continue contributing to the profession. It’s more than simply being a member or making an extra donation, it’s about furthering law librarianship, improving access to justice, mentoring new librarians, counseling those who have questions, and doing what we’ve always done best, which is seeing new connections and links to things that others don’t. We’ve got to provide context to those things that the younger folks are suggesting, without throwing cold water on them. To me it’s exciting to continue learning and seeing where I can get a chance to drop a couple of ideas based on what I’ve learned across all of these years and places. Why go stale? You can’t shut down; it won’t shut down. That’s why I keep learning.
Leading in Turbulent Times

Question: Given the seismic changes in the practice of law and the explosion of legal technology, what advice would you give law librarians on how to lead in turbulent times and how best to prepare for their next job opportunity?

Technology is having a profound impact on the practice of law, legal education, and how law libraries are serving their users. In order to support our users’ evolving needs, law librarians must be able to adapt to the changes in the profession and be agents of change.

To lead in turbulent times, law librarians must embrace their roles as initiators, evaluators, users, and teachers of technology. Staying on the cutting edge requires reading about new developments—both within and outside of the profession—and thinking critically about how to incorporate technology into library resources, services, and processes.

This is not to say that to be a leader, you have to embrace all of the latest tools and gadgets for the sake of being seen as relevant and
forward-thinking. Quite the contrary. While you should be aware of the current trends and developments, you also need to critically evaluate new advancements to determine how they may help you improve your processes or provide better resources and services to your users. While technology is evolving at a rapid pace, you can run your team ragged by constantly switching to the newest “shiny” technology. When rolling out new tech, take time to try to bring everyone along. This requires talking through the decision-making process, demonstrating the benefits to your team and your patrons, and putting in the time and resources necessary to train everyone. As is sometimes the case, you may not get everyone on board with every decision. Ultimately, this is when you as a leader will have to make a decision that is in the best long-term interest of the library and your patrons.

The same practices that will help you lead in turbulent times will also prepare you for your next job opportunity. Reading, attending conferences, and talking to peers and mentors will keep you up to date on the latest developments and trends in the profession. While you may not be an expert in technology competence, controlled digital lending, or artificial intelligence, you should be able to discuss their impact on the wider legal and law library professions. Moreover, having a growth mindset and being a lifelong learner will enable you to more easily transition to a new work environment, which will inevitably require you to learn and adopt new systems.

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For example, think about West’s key topics and number system. Without having ever been exposed to a case digest, you might wonder, “What do those words and numbers mean?” Those strange words and numbers were and still are valuable things. However, with the explosion of caselaw (there are now ten times as many cases decided each year than there were 50 years ago), sifting through headnotes in digests got a little cumbersome. Then full-text searching became available, which helped respond to the problem of “judicial information overload”; however, it didn’t change the fact that there is still tremendous value in case law digests (and indexes, for that matter). Soon there will be new technologies to alleviate new information overload problems. That said, we should still learn from and incorporate tools of the past.

How do we know what the new problems to be solved will be? Figure out what the current problems are. As such, “assessment” is becoming a more prevalent aspect of our work. Assessment helps us determine what is working and what is not, as well as fine-tune our practices and processes in response to the data we gather. We must make more and more cost-benefit analyses, which is why things such as legal analytics are gaining more ground. Assessment helps us make data-driven decisions as to where to concentrate our efforts.

So, assess the present. Figure out what your strengths and weaknesses are. Determine how you can improve on your weaknesses. Then determine whether it’s worth your time to address your weaknesses. If it is, adopt a beginner’s mind-set. There is always something to learn. We are all new to the present.

Stay in the present. Every change we encounter is just a further development from the past. If we have a firm understanding of current practices, tools, and technologies, we experience smoother transitions into the future. Instead of looking ahead, spend more time at understanding how we got to where we are and why we do what we now do. By having a grasp on both the capabilities and limitations of the tools we use in our work, we can better anticipate the kinds of technological changes that are coming because technology, by and large, tends to develop in response to our current problems and needs.
In its 14th iteration, the AALL Salary Survey provides the only comprehensive, comparative salary information designed by and for legal information professionals in academic, firm/corporate, and government settings.

The survey was distributed to 760 law libraries around the country with 446 surveys completed for a response rate of 58.7 percent.


Hard copies may be purchased for $250 by non-members and $130 for members. Details are available on AALLNET.
Legal information professionals frequently need to research information about companies. We research adversaries and potential clients. We research industries and companies for academic projects. We investigate the vendors we hire. Technology innovations change the way companies record and publish information about their businesses. In turn, information vendors adapt to changing technology and provide innovative ways to make more information available. This column highlights some of those methods and points out potential future developments. Today, legal researchers are often most familiar with judicial and governmental sources that usually have official and structured publications.

Information systems frequently marketed to financial and business professionals, however, often employ a more journalistic approach to corporate research and fact gathering.

Understanding the use and benefits of these other approaches and tools is helpful given the ebbs and flows in the market for company information.

The Legal Entity Identifier

In the wake of the 2008 financial crisis, regulators and financiers worldwide lamented the difficulty in tracing the vast network of interrelated entities caught up in the financial system’s woes. Through the G20 and Financial Stability Board, world leaders established the global Legal Entity Identifier (LEI) system to wrangle company identities.
and ownership relationships in an openly accessible format. Although the LEI system itself lacks the authority to require registration, many jurisdictions have incorporated it into their own national registration schemes, as, for example, in the United States, with its Dodd-Frank Act and Federal Reserve and SEC regulations. The LEI holds promise for openness that other unique identifiers and information systems lack. Federal Taxpayer IDs can uniquely identify entities, but only those in the U.S. Proprietary identifiers, such as the Dun & Bradstreet Number (or D-U-N-S Number), are available globally but come with costs and are designed for narrow purposes. Thomson Reuters’s PermID is openly accessible and covers a wider range of entities, but it is managed by a private company understandably interested in promoting ancillary services.

**Browser Extensions, Excel Plug-ins, and APIs**

Inputting text into a search box and scrolling through results lists doesn’t cut it for voluminous, repetitive research tasks that require frequent updating. The financial sector is historically more accustomed to automated solutions than the legal industry is—a fact reflected in the company information tools that grew up there. For example, PitchBook and CB Insights offer browser extensions that responsively present database information alongside web browsing windows. PitchBook as well as Standard & Poor’s (S&P’s) Capital IQ also offer Microsoft Excel plug-ins that pull and refresh information directly from their databases into spreadsheets. Crunchbase, PitchBook, CB Insights, and others offer Application Programming Interfaces (APIs), which allow their customers to programmatically pull information from their databases and incorporate it into in-house customized systems. Although legal teams might not always need up-to-the-minute financial information the way financial analysts do, they can benefit from the ability to pull company information in bulk and automatically keep it up to date.

**Private Company Information**

Private company information can be difficult and expensive to track down, but self-reported information databases might fill some gaps. Databases with a focus on public records, such as Westlaw’s Company Investigator and LexisNexis’s Accurint, often come with per usage fees. Other heavyweights such as PrivCo, Dun & Bradstreet, and Orbis each compile information for huge numbers of companies, but it’s impossible to know if one of them covers a company that another doesn’t. Although potentially requiring extra vetting, websites that allow for self-created profiles, such as Crunchbase, Index.co, and AngelList, can often
provide basic company information and leads on other sources.

**The Information Consequences of Fewer Initial Public Offerings**

In contrast to private companies, public companies—by definition—make much more information readily available. Required disclosures and governance standards mean researchers can gather much more information directly, often through government databases such as the Security and Exchange Commission’s EDGAR database or services such as Morningstar, Bloomberg, and Capital IQ. Given the investment aspects of public companies, they have extensive ecosystems of industry and company reporting and prediction. Recent trends, however, suggest that more money is being invested in private companies than in Initial Public Offerings (IPOs). More attention is rightly put on the financial aspects of that trend, but there are potential consequences for accessing corporate information generally. Fewer public companies means less public information and greater reliance on disclosures and journalism.

**Government and Business Record-keeping with Blockchain Technology**

Although some of the hype has died down since the height of cryptocurrency mania in 2017, some states have nonetheless forged ahead with legislative and administrative activity that focuses on supporting the underlying blockchain technology. Wyoming and Vermont, for example, now allow for “blockchain-based” corporate entities. Delaware, a favored corporate jurisdiction, has, since 2017, allowed corporate records to be maintained through blockchain technology. These provisions and methods are too new to have significant consequences for the company researcher, but they point to potential developments that will.

**Specialty Databases for Specialty Topics**

As information and collaboration becomes easier to gather, store, and share, there is a greater possibility for specialty databases and targeted platforms. PitchBook’s integration of Morningstar research creates opportunities to look at private and public companies across an industry. Mergermarket’s enduring spot as a resource for mergers and acquisitions (M&A) news and announcements highlights the value of a journalistic approach to researching and reporting company information. Reorg.com is a good example of a research platform that pulls from a variety of source types, including court filings, original journalism, SEC filings, and earnings call transcripts, that gives a broad picture of companies and industries beyond just the legal picture. Sophisticated platforms with targeted audiences can draw relevant pieces from a variety of sources.

**Reaching Out to Business Librarians**

Business librarians in public and academic settings have deep expertise in the information sources relevant to company information research. Public libraries sometimes support communities with business owners and entrepreneurs (and their lawyers) by investing in industry and company research tools, as well as the expertise to advise on their use. Academic business libraries have insight into the ways company databases are put together and the character of information in them.

**Expanding Information to Data Security**

If “the father of software quality” Watts S. Humphrey was right in 2001 that every business is in the software business, then when we evaluate competitors, research potential clients and vendors, or consider the landscape of an industry, we ought to pay attention to the technology stack that they use. Even if it’s unrealistic to expect regular updates on quickly changing software markets, issues such as cybersecurity and standards compliance have burgeoning systems for reporting. The European General Data Protection Regulation (GDPR) and the California Consumer Privacy Act regulatory schemes may inspire new compilations that will bring software information into the orbit of company information sources. Security certifications and standards compliance may similarly become prominent points of research in evaluating every company.

Law librarians and information professionals are called upon to research a range of legal and factual information related to companies and their businesses. Evolving technology will affect the ways in which that information is gathered, what’s relevant to our constituencies, and how that information gets delivered.
How law libraries can partner with public libraries to share content and resources to better assist self-represented litigants.

BY DEBORAH HAMILTON

In the spring of 2019, the Colorado Association of Law Libraries (CoALL) and the Colorado State Library (CSL) partnered together to provide a webinar series to assist public librarians with how to handle legal research questions from patrons. In Colorado, there are only four law libraries open to the public in the entire state. These four institutions are all located in one geographic region, so that leaves the majority of the state without access to a law library. Colorado, like other states, is seeing an increase in self-represented litigants, and more of them are turning to public libraries for answers.

Answering the Call
In my daily work, I train staff within the 15-branch system of the Pikes Peak Library District and present regularly at state and local conferences in order to help other public librarians better understand how to help patrons with legal questions. Accordingly, I took it upon myself to lead this collaborative partnership. From personal experience, I understand the anxiety that legal questions can cause public librarians, so I wanted to do something to help those librarians become more comfortable with the legal research process and more familiar with the free resources in this area. As president of CoALL in 2019, I wanted to offer some sort of educational program to Colorado librarians that could be accessed by librarians throughout the state. As a member of the Southwest Association of Law Libraries (SWALL) who has served on the Legal Information Services to the Public Committee, I previously participated in SWALL’s local preconference...
trainings that they offer to public librarians before each annual meeting. My goal was to create something similar that could be accessed and viewed asynchronously by librarians across the state.

Accordingly, I recruited CoALL members Keslie Kandt, a research librarian at Davis Graham & Stubbs LLP, and Michele Masias, a law librarian for the U.S. Department of Justice Libraries, to assist me with this project. CoALL reached out to Christine Kreger, a professional development consultant at the Colorado State Library. CSL offers regular webinar trainings through their “CSL In Session” series. These webinars are all archived on the Colorado State Library’s website for later viewing. The goal in partnering with CSL was to market to and reach a wider audience and to have these webinars be a part of CSL’s archive of training materials. I felt that public librarians would be more likely to look to CSL for training resources than they would be to search out the CoALL website.

Creating a Webinar Series

As a group, CoALL decided that it would be best to host a series of webinars in order to cover all of the material we wanted to address. We planned out three webinars that would each run about an hour, with extra time for questions. Part I, entitled “Legal Research Basics,” covered the basic concepts involved in legal research, how to conduct a legal reference interview, and where to refer patrons in order to find forms and legal clinics. Part II, entitled “Researching State and Local Laws,” addressed aspects of researching state laws, and where to look for free resources in this area online. Lastly, Part III, entitled “Researching Federal Laws and Secondary Sources,” included an overview of federal laws and secondary sources as well as a discussion of where one would locate these types of sources for free.

The “CSL In Session” format offers free professional development webinars over the lunch hour. These webinars are designed to engage participants by offering interactive activities in addition to the content. The CoALL webinars tended to be a bit more content-heavy than others in the series, but all presenters worked to incorporate polling and other types of questions during the webinars in order to engage the audience. These features also helped the presenters to better tailor their delivery to what the participants needed. CSL uses Adobe Connect for offering these webinars. Christine assisted everyone on the CoALL team by providing information on how to present, and she also managed the technical side of producing the webinar. This was another benefit of partnering with CSL, as the CoALL team could focus on the content and gain familiarity with the presentation aspect of offering webinars without having to learn and manage all of the technical elements on our own.

While each session only had a few attendees for the live broadcast, the recordings have seen much more use. A few months after the series, Part I was viewed 190 times, Part II 28 times, and Part III 17 times. Those numbers are expected to increase as time goes on. Librarians who watched the webinars as recordings still followed up with presenters regarding any questions they had. So even the recordings were able to spur dialogue and build community amongst different types of librarians.

Presenters also got a lot out of the experience. Keslie stated, “I found it valuable to attempt to place myself in the position of a public librarian. I know it is a very different audience than my patrons, and having to place myself in the position of those who serve patrons with little or no legal background was a great opportunity for reflection on the basics of legal research. It was also great to learn what resources they have heard of or have access to and what they were most excited to learn about further.” Michele discussed the professional value of the experience and commented how she appreciated “… the opportunity to give back to my community and profession, which has given me so much. It also provided me with the opportunity to learn how to do a webinar/training session using Adobe Connect, which is something I’m also preparing to do at work.”

Moving Forward

Next time, the CoALL team would like to involve more members from the chapter, as they all agreed that this was a great way to reach out to public librarians from around the state. It was also a great opportunity to use their skills to benefit the wider professional community. As Michele noted, the experience “was a reminder about the importance of collaboration and support, which are hallmarks of our profession.”

From personal experience, I understand the anxiety that legal questions can cause public librarians, so I wanted to do something to help those librarians become more comfortable with the legal research process and more familiar with the free resources in this area.
Use persona-based profiles to build superhero dossiers to help match your research team’s extraordinary powers with clients’ and stakeholders’ needs.

BY SCOTT D. BAILEY & KATHERINE P. SIMMS

Q: Where do most superheroes live?
A: Wait for it … Cape Town!

I’ve been accused of being corny. A Dad joke. I resemble that criticism and will own it fully, much to the public embarrassment of my children. When it comes to research teams, I have a core philosophy and expectation that learning for a living and helping people gain insight and express their ideas should be fun. I imagine that the ideal team of researchers is like a group of highly capable and creative individuals who come together to provide spectacular assistance in situations that count—in their moments of need. Like a superhero team. Like a Justice League of America, aka the Super Friends. Knowledge to the rescue.

For those of you who did not grow up on comic books and superhero cartoons, I respectfully request your indulgence. Maybe rather than Cape Town, most of my daily heroes live in law libraries. To me, in my head, the ideal
research service team might look something like the photo on the previous page. I know that this is over the top, but I believe this is how research teams should be viewed in our firms, our government organizations, our schools, and everywhere else we have an impact. For over 20 years, I have tried to promote our services as extraordinary because I truly believe that they are. Where else can someone go and ask a question without wondering whether it is appropriate to ask for help there? Where else can you routinely get help from out of the blue and not know whether it was from a bird or a plane or an online or print source?

Research teams provide something that you didn’t know you needed to know. We strive to provide a proactive service that helps you make decisions and move forward with life. Our work should be delightful and fun. People are happy when they are appreciated for their unique blend of skills and know that they make a difference with specialized contributions. How do we then leverage that for a happier and more productive team?

**Business Opportunity Finders, Resource Connectors, and Accurate Information Deliverers**

Not every day is dress-up day in the office. Not every day is a celebration in front of the camera. Often research is conducted behind the scenes. But it is no less critical when the team is invisible, because we are stoking the insight engine that informs and advances our organizations and achieves goals. How do we keep our service visible and creatively pursue more superhero moments for ourselves and our customers? How should we organize and direct a team of superheroes for maximum impact? How can we apply special skills in creative and innovative ways to save the legal world time and money? How do we deploy information professional superheroes in a way that acknowledges their special skills and enhances the value to our clients? In this article, I would like to share some ideas for answering such questions based on our experience using superhero dossiers at Eversheds Sutherland.

**The Power of Persona: Dossiers and Data Yield Synergies**

I believe in the power of information as a tool for empowering ourselves and our customers. Compiling data on our capabilities and matching them to our clients’ needs is essential to maximizing value. Each information professional has their own unique set of superpowers. If our customers know what our capabilities are and we know ourselves, we are more likely to know each other and be effective collaborators.

By building a parallel dossier system around our clients and our analysts, we form a picture of effective alignment that we can use to deliver improved services. Much like an "Almanac of the Federal Judiciary" profile, these dossiers give us valuable insights into our customers and our services. A fruitful match game of sorts. (See sample Dossier on the next page.)

**Workflow Systems: Keeping Statistics**

Adding current statistics and information to your dossier system keeps the data accurate and credible. In addition to this type of custom knowledge management (KM) aggregation, workflow management systems can automatically feed performance data to dashboards from workflow and ticketing systems. Reports can be generated from systems such as the Cherwell Service Management platform that tally the number of questions answered and export key demographic data that can keep the dossiers fresh and current. The latest data from the latest projects can be added to the dossiers to yield new proactive approaches to identifying valuable next projects and innovative uses for your team.

Track your team’s “stats” in a manner similar to how baseball tracks those of its professional heroes, such as Mickey Mantle.
### Matching Projects, People, and Purpose

Mapping client needs and analyst capabilities is an ongoing process. These exercises lead to knowledge bases that grow, and insights increase through those knowledge bases. From this information we can develop more visibility and deploy our information analysts and resources in more meaningful ways. Documenting success and providing data similar to sports statistics (see baseball card on the previous page) and then sharing this information is key. Grips and kudos alike should be included so that an accurate assessment of resources reveals areas for improvement as well as areas for recognition and celebration of success.

Below are some examples of how we at Eversheds Sutherland match researcher traits and skills to meet client needs:

<table>
<thead>
<tr>
<th>[WHO WHAT WHEN WHERE NEED]</th>
<th>[HOW]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLIENT/USER/CUSTOMER</strong></td>
<td><strong>ANALYST/INFO PRO/HERO</strong></td>
</tr>
<tr>
<td>Name</td>
<td>Name</td>
</tr>
<tr>
<td>Jane Doe</td>
<td>John Doe</td>
</tr>
<tr>
<td>Role</td>
<td>Role</td>
</tr>
<tr>
<td>Partner</td>
<td>Research Analyst</td>
</tr>
<tr>
<td>Practice Areas(s)</td>
<td>Practice Areas/ Specialties</td>
</tr>
<tr>
<td>Tax (state and local); Insurance</td>
<td>Insurance, Tax (state and local), Labor and Employment</td>
</tr>
<tr>
<td>Office</td>
<td>Office</td>
</tr>
<tr>
<td>New York City</td>
<td>Atlanta</td>
</tr>
<tr>
<td>Geographical Interest</td>
<td>Geographical Specialty</td>
</tr>
<tr>
<td>U.S. (state and local)</td>
<td>U.S. (state and local)</td>
</tr>
<tr>
<td>Sectors/Industries</td>
<td>Sectors/Industries</td>
</tr>
<tr>
<td>Telecommunications; Retail</td>
<td>Energy; Telecommunications; Retail</td>
</tr>
<tr>
<td>Q Data (Questions)</td>
<td>A Data (Answers)</td>
</tr>
<tr>
<td>New SALT resources; request to be added on listserv for SALT eNewsletter; requested training opportunities for practice group with vendor products; 50-state survey research support request</td>
<td>Coordinated aggregated eNewsletter with digital content analyst; identified new tax resources for clients; 50-state survey research assistance.</td>
</tr>
<tr>
<td>Revenue</td>
<td>Stats from Workflow</td>
</tr>
<tr>
<td>$XXXXX</td>
<td>Handled 50 percent of tax research requests for library.</td>
</tr>
<tr>
<td>BD Goals/Targets</td>
<td>BD Research</td>
</tr>
<tr>
<td>Overall Goal: Relationship building with in-house counsel at major corporations in attendance at upcoming conferences</td>
<td>Business background research reports for clients attending conferences.</td>
</tr>
<tr>
<td>Targets: Preparation for global pitch opportunity with major international corporation</td>
<td></td>
</tr>
<tr>
<td>Clients</td>
<td>Clients</td>
</tr>
<tr>
<td>ABC Corporation; XYZ Technologies</td>
<td>Internal: attorneys; paralegals; business development and marketing departments.</td>
</tr>
<tr>
<td>Thought Leadership</td>
<td>Thought Leadership</td>
</tr>
<tr>
<td>Leader for SALT tax seminars at major tax conferences; Diversity and Inclusion</td>
<td>Leader for KM, legal operations, and process management at the firm; contacts vendors for substantive content concerns from Tax Practice Group.</td>
</tr>
<tr>
<td>Business Triggers</td>
<td>Success Stories</td>
</tr>
<tr>
<td>Pitch meetings with potential clients at legal forums; financial or industry triggers such as economic downturn, which may signal bankruptcy or government investigations</td>
<td>Successfully prepared group of attorneys for global pitch opportunity with business background report with litigation analytics, company overview information, and more. Attorneys were invited for a second round of interviews.</td>
</tr>
<tr>
<td>Followed Topics</td>
<td>Curated Alerts/Projects</td>
</tr>
<tr>
<td>Unincorporated business tax exclusion; taxability of goods and services; state tax nexus</td>
<td>50-state surveys compilation.</td>
</tr>
<tr>
<td>Conferences/Meetings</td>
<td>Conferences/Meetings</td>
</tr>
<tr>
<td>Tax Executives Institute; Association of Corporate Counsel; Corporate Legal Operations Consortium</td>
<td>American Association of Law Libraries; International Legal Technology Association; Corporate Legal Operations Consortium.</td>
</tr>
</tbody>
</table>

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**BUSINESS NEEDS LEADING TO SOLUTIONS: PERSONA DRIVING INSIGHT AND DEMAND FOR SERVICES**

Sample Dossier of Clients and Analysts
Support the State and Local Tax (“SALT”) practice group’s Taxpayer Score Card initiative, which familiarizes and engages clients around taxpayer wins and losses in state and local courts. This is an outward-facing initiative available on the Eversheds Sutherland LLP website. Research analysts identified the need for an aggregated eNewsletter for the SALT attorneys to utilize on a daily basis and in an efficient manner. They used their knowledge of top tax resources and search capabilities to create a daily, customizable eNewsletter. This is a huge efficiency for the firm and takes the pressure off associates who are already over capacity with billable work.

Embrace research analysts’ subject-matter expertise. This helps narrowly tailor insightful responses to the firm’s needs and supports the concept of “proactive research.” Research analysts with a pulse on particular topics or industries provide insightful analysis to the firm. This helps the firm to repeat successes, such as a successful client pitch meeting, prior to a question or request even being submitted to research.

Support research analysts with competitive traits. Some enjoy friendly competition and view it as an opportunity to have a pulse on the changing legal landscape. Research analysts tracking the competition in innovation and new technologies, as well as spin-offs of firms and alternative legal service providers, can help firm leaders make sound decisions and identify potential business opportunities.

Leverage research analysts’ knowledge of and curiosity for innovative technology to streamline process and workflows. Designing intelligent dashboards and portals that fit client and internal needs are high-value projects, particularly when they are client facing. Whether they are value-added services or those you can charge for, they build the client relationship and the business knowledge within the firm.

Support the collaboration enthusiast researcher. The skill of identifying collaboration opportunities is also a research analyst “superpower.” This is particularly true in the case of large, complex firms where combinations or internationally separated systems exist. Research has an opportunity to align and harmonize disparate systems and share resources and ideas.

Highlight your team’s taxonomic skills by engaging in valuable firm-wide discussion, particularly when bringing firms or offices together under a consolidated strategy. Translating sector or industry classifications of client data is an age-old library specialty.

Participate in practice area meetings and procurement and join task forces and technology committees. Encouraging research analysts who enjoy exercising their interpersonal communication skills is critical, especially when they are viewed as essential advisors and decision makers in what comes next. This leads to efficient procurement and adoption of useful technology, with real implementation results. Outside of the firm, building relationships with other types of libraries also helps you gain insight and access to valuable exclusive collections that fuel the resource engine and build business capabilities.

Go Forth and Create Value with Innovative Roles

By analyzing client needs and comparing them to the capabilities of information professionals, profitable matches will be found. Often these logical arrangements have already been discovered and the process of collaboration is organic, but the documentation can stagnate. Keep the relationship fresh by adding new projects and customers, which are metrics of success. Even unmet information needs and unanswered questions can be transformed into objectives and future development areas. The competitive nature of our legal sector demands innovation, new insights, and new solutions. In cases where firms lose transparency into the capabilities of their resources and client needs, a persona-based system for requestors and problem solvers can lead to new value and real results for the firm. Building a knowledge base across practice areas and administrative departments about what the firm cares about results in greater actionable insight for everyone. Here are some possible outcomes:

Visibility at the firm, insight for management. New quarterly report summarizes strategically aligned research activity with value metrics such as costs, time saved, and engagements won.

More partnerships: New business and collaboration. Research, practice, and business development professionals work in parallel and are recognized as a team in finding new business as well as growing existing business.

READ
As legal information professionals’ roles and work environments continue to change, it has become more important than ever to provide useful information for budgeting and salary negotiations. Since 1993, the AALL Biennial Salary Survey has been the only source for comparable and comprehensive salary information for academic, firm/corporate, and government law libraries. Here are key takeaways from the 2019 survey.

The AALL Salary Survey provides mean and median annual salary data for 24 positions for academic law libraries, 18 positions for firm/corporate law libraries, and 26 positions for government law libraries. Job position descriptions were provided for reference in order to ensure consistency in the data reported. Salary data are broken out by many different characteristics, including location, number of people supervised, education, and years of experience. Additional breakouts specific to each library type are also included. Furthermore, firm/corporate law libraries include annual bonus paid and academic libraries include tenure and teaching information.
Directors and hiring managers at 760 law libraries was invited to participate in the web-based survey. In total, 446 surveys were completed—an overall response rate of 58.7 percent. Within this total, 138 were academic (a 66.3% response rate); 225 by firm/corporate (a 60.6% response rate); and 83 by government law libraries (a 45.9% response rate).

**CHARACTERISTICS**

Annual survey data for 2,657 individuals were reported for two types of positions—professional (1,735) and paraprofessional (922). Paraprofessional positions vary by library type and include senior library assistant, library assistant/paraprofessional, library clerk, library technician, computer technician, and administrative assistant.

More than half (54.6%) of the professionals included in the survey worked in academic, while another three in ten (30.9%) were in firm/corporate; and 14.5 percent were in government law libraries.

The largest percentage of professional respondents (30.6%) was located in the Mid-Atlantic region. East North Central (15.1%) was the next most frequently cited region, followed by the Pacific (14.0%), and South Atlantic (10.2%). No reports were sent to or received from libraries outside the U.S.

Most all professionals (99.4%) held a BA/BS. More than four in 10 respondents (43.2%) held an MLS without a JD, and 40.8 percent had both an MLS and a JD. Another 13.9 percent has earned an MA or MS, and 5.7 percent had a JD but no MLS. Only 1.1 percent has earned a PhD, and 3.0 percent held “other” degrees.

In addition, 45.9 percent had 16 or more years of professional library experience, while another 14.6 percent had 11-15 years of experience. Only 4.4 percent had less than two years of professional library experience.

**INFORMATION BUDGETS**

Participants were asked to report the annual information budget by hard copy items (books, serials, microforms, etc.) and electronic information (online databases, etc.). The 2019 average total information budget for the 446 libraries that provided their budget information was $1,318,199, which is higher than the average reported for 2017 ($1,164,751) and 2015 ($1,021,943). By extrapolating the average budgets by library type to the full sample size, the libraries surveyed budgeted approximately $1,001,831,240 in 2019 for electronic and print information.

Firm/corporate law libraries had the highest average information budget ($2,041,624), followed by academic. Firm/corporate law libraries allocated only 21 percent of their information budget in 2019 to hard copy, whereas academic and government dedicated 49 percent and 62 percent, respectively.

The 2019 estimated total information budget for all libraries increased 8.5 percent, when compared to 2017. This follows the increase in 2017 of 4.1 percent when compared to 2015. When compared by library type, the government law library estimated total information budget was lower than reported in 2017 but was still 9.6 percent higher than in 2015.
The average number of professionals per library was 4.6 in 2019, which is lower than the 5.5 in 2017, and 5.1 in 2015, but still higher than reported for 2013. The average number of paraprofessionals per library for all libraries was 2.8, which is lower than reported for 2017 (3.0), but higher than in 2015 and 2013; 2.4 and 2.5, respectively.

The average number of full-time equivalent (FTE) students in 2019 was 611, slightly higher than reported in 2017 (599) and 2015 (606). The average number of full-time faculty remains consistent with years past. The 2019 ratios of library staff to students (FTE) and full-time faculty increased compared to years past. The 2019 ratio of library professionals to students (FTE) is lower than reported in the past three surveys.

Firm/corporate law libraries reported an average of 121 attorneys per firm/corporate law departments and an average of 3.2 library professionals per firm. The ratio of library professionals to attorneys was 1:56 and was 1:47 for library staff to attorneys.

Billable hours the library worked during 2018 ranged from a low of 451 hours for firm/corporate law libraries with 41-90 attorneys, to a high of 7,470 hours for those with 451 or more attorneys.

These graphs show collection trends from 2009 to 2019.
### HOW MANY PROFESSIONALS?
Ratio of Professionals to Paraprofessionals (FTE)

<table>
<thead>
<tr>
<th>Type of Law Library</th>
<th>2019</th>
<th>2017</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Libraries</td>
<td>1 to 1.6</td>
<td>1 to 1.6</td>
<td>1 to 1.8</td>
</tr>
<tr>
<td>Academic</td>
<td>1 to 0.7</td>
<td>1 to 0.7</td>
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<td>1 to 1.9</td>
<td>1 to 2.3</td>
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<tr>
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<td>1 to 3.0</td>
<td>1 to 2.4</td>
<td>1 to 2.8</td>
</tr>
</tbody>
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- **Academic Libraries**
  - +2.77% associate/deputy/assistant directors
    - 2017: $95,532
    - 2019: $98,175
  - +2.99% reference/research librarians
    - 2017: $70,842
    - 2019: $72,961
  - +7.46% instructional/reference/research librarians
    - 2017: $70,725
    - 2019: $76,000
  - +4.45% technical services librarian
    - 2017: $67,085
    - 2019: $70,072

- **Firm/Corporate Law Libraries**
  - +8.64% solo librarians
    - 2017: $81,000
    - 2019: $88,000
  - -0.8% director/chief librarians*
    - 2017: $125,000
    - 2019: $124,000
  - +2.4% reference/research librarians
    - 2017: $81,980
    - 2019: $84,000

- **Government Law Libraries**
  - +4.06% director/chief librarians**
    - 2017: $92,935
    - 2019: $96,711
  - +5.90% reference/research librarians
    - 2017: $60,385
    - 2019: $63,948
  - +4.44% electronic services librarians
    - 2017: $76,596
    - 2019: $80,000

* a.k.a., head librarian/library manager/information manager/manager of library services
** a.k.a., state law librarian/circuit librarian/county law librarian

(Numbers may not add up due to rounding.)

### HOW MANY STAFF?
Average Number of Staff Members (FTE)

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<th>Type of Law Library</th>
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<th>Students/Clerks</th>
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<td>8.0</td>
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<td>1.2</td>
<td>0.1</td>
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### MEDIAN ANNUAL SALARY
Changes since the 2017 AALL Salary Survey

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AALL COMPETITIVE INTELLIGENCE STRATEGIES & ANALYSIS
MAY 7-8, 2020 / SIDLEY AUSTIN LLP / CHICAGO

PROGRAM

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› CI Level Setting in Your Organization
› Turning Research into Action
› Competitive Intelligence Analysis
› Framing Your CI Reporting
› Communicating CI Results
› Branding yourself and your CI Function

DAY 2
› Counterintelligence
› CI in Practice
› Assessing and Choosing External CI Vendors
› Next Level CI—Going from Good to Great
› The Role of Data & Data Visualization in CI
› What’s Next for Legal CI

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AALL
Eighty-seven years ago, shortly after graduating from law school, New York attorney Harold P. Seligson realized that, like many young lawyers, his academic training hadn’t fully prepared him to actually practice—so he created a handful of courses to help his fellow industry members learn functional legal techniques.

Those courses, initially offered during the Great Depression, marked the start of the Practising Law Institute (PLI), a nonprofit learning organization, which today still supports Seligson’s initial goal—providing legal professionals with the necessary tools and training throughout their careers to successfully represent their clients.

Over the years, PLI’s course offerings have swelled from 15 classes in 1933 to more than 400 programs today, with 10,000 available on-demand hours of educational instruction, delivered by more than 4,000 industry professionals, including prominent lawyers, judges, investment bankers, accountants, corporate counsel, and U.S. and international government regulators.

PLI Press, the organization’s printing arm, has published more than 4,000 titles, including treatises, course handbooks, answer books, and journals relating to 25 practice areas. Featuring skills knowledge from expert legal practitioners, the content has been available electronically since 2012 through the organization’s PLI PLUS platform, which was named the American Association of Law Libraries (AALL) New Product of the Year in 2013.

We spoke with Alexa Robertson, PLI’s director of legal information services and electronic publishing, about how PLI’s online research utility has evolved over time, the role law librarians played in its
formation, and why the ability to successfully utilize data could someday be worth its weight in gold.

**Which industry members use the PLI PLUS platform?**

PLI PLUS’s customer base includes law firms, law schools, corporations, nonprofits, and government agencies. Librarians are our primary users. Of course, associates, partners, professors, students, and other legal professionals also use PLI PLUS. We have an easy-to-use interface, so you don’t have to be a research expert to find an answer to your question quickly and easily.

**What was the inspiration for creating PLI PLUS?**

There is a new generation of attorneys and librarians who are more accustomed to using electronic resources than print resources; on top of that, law librarians have been migrating from print to electronic for years now. Each medium has its strong points—but one example of the power of electronic resources is that a subscription to PLI PLUS provides more than 4,000 PLI Press titles without taking up any shelf space. It also eliminates the need to file supplements for treatises, as updates occur automatically.

**How has the platform changed since its launch?**

PLI PLUS has kept its easy-to-use functionality, while adding content and customer-requested enhancements. The entire organization underwent a major rebranding in 2017, and we updated the visual look and feel of PLI PLUS.

Every new title published is now automatically available on PLUS, so the collection includes staples such as *Sack on Defamation* and *Friedman on Leases*, alongside newer titles such as the *Legal Guide to the Business of Marijuana and Technology Transactions*. Also, we have been working to build out the archive at the request of customers. Librarians asked us to add our back files to help them to support their organizations. As libraries weed their collections, we are committed to being a resource for all PLI publications, old and new. We have added more than 2,000 older titles and now feature content dating back as far as 1980.

**Have law librarians contributed in any way to the product?**

Law librarians have shaped PLI PLUS since its inception. Not only do we have law librarians on the product team and a librarian as the product owner, but we also worked with law librarians throughout the entire development process. We included librarians in demos and asked for their feedback; we included librarians in beta testing; and we continue to solicit their feedback.

Most of our enhancements, however big or small, were due to customer requests. A good example is that we provide MARC records as part of the subscription to PLI PLUS; as we were introducing PLI PLUS to the legal community, librarians asked us to provide them. That had not been on our original road map and we added it in. It took us time, and we developed a catalog of records that we are really proud of. We sent samples to customers, including members of AALL’s Technical Services Special Interest Section (SIS). We continue to create MARC records for our titles and distribute them quarterly as part of the subscription, and we continue to listen to customer feedback—just last year, we added OCNs (OCLC numbers) to our records due to customer requests.

**How do you find authors for your publications?**

We actively solicit authors in areas of the law where we feel reference materials would help our audience. Many times, we will notice the popularity of a program or an uptick in use of the corresponding course handbook on PLI PLUS, and we will reach out to the speaker to explore an opportunity. Because PLI provides a multitude of programs on topics across the spectrum of legal practices, and our programs are led by expert speakers who are renowned in their practice area, we can gauge demand and feasibility of a topic.

Likewise, authors will contact us with an idea they believe lends itself to the written word, rather than a lecture. Either way, it’s a conversation that leads to a product that serves the profession.
Simply put, we always have our eyes and ears open—and welcome any new and great ideas from across the profession.

What are some of your most popular published titles?
The 31-volume Corporate Tax Practice Series is our most popular title on PLI PLUS—but popular titles can vary by discipline. For example, Working with Contracts and An Associate’s First Year are top titles for law school students and recent graduates. Other top titles include Public Company Deskbook, Kane on Trademark Law, and Art Law.

How do librarians use the published content on a day-to-day basis?
They find PLI PLUS is a place to start their research. Our authors provide in-depth coverage and analysis of legal topics, and PLI PLUS provides a platform to quickly search and find answers.

Have you added anything new to the platform lately?
The addition of case law links through a partnership with Fastcase. We have numerous case law citations in PLI Press titles; by providing direct links to these cases, at no additional cost to our customers, we are able to save legal researchers time.

Do law librarians take the educational courses the organization offers?
Yes, they do, and we have partnered with the Law Library Association of Greater New York (LLAGNY) around educational programming that’s of interest to librarians.

Although obviously created primarily for lawyers, the breadth of our programming is developed with the entire profession in mind—from librarians to practice development professionals, paralegals, and others. We want entire law firms, corporations, government agencies, educational institutions, and similar organizations engaged.

Typically, most librarians are part of an organization or firm that has signed on as one of our Privileged Members—organizations that have unlimited access to our full catalog of programming, including more than 10,000 hours of on-demand instruction and more than 400 new programs produced annually. Access extends to any employee. Our PLI PLUS resource is available through an annual subscription. Subscription prices vary by practice area segment.

What do you think the legal information industry landscape will look like in the future?
The awesome power of technology has made everyone re-evaluate how they can best harness the information they once took for granted or did not even know was valuable. That’s why many have seen knowledge management or advisory knowledge take form as a defined role in larger organizations. It’s why some have called data the new oil, and why technology companies have such high valuations.

Information can be used to gain competitive advantages like never before. Luckily, we are all in the information industry—even if it is purely for legal needs. In the next few years, we will see greater integration of library sciences with information technology. For example, developing and integrating application program interfaces (API) will become routine necessities in the legal space. Federated search platforms will become de rigueur. Some of these things may sound scary or foreign today, but what matters most is what has always mattered—even 80 years ago: Can I find the right information that is useful and accurate?

That’s what we all do today, and what we will do in the future. It’s a future librarians will play a critical role in shaping.

PLI FACTS

Founded: 1933
Chartered by: The Regents of the University of the State of New York
Educational Programs: In addition to SECI compliance and accounting education workshops and a Patent Office Exam Course, more than 400 new legal programs are presented annually by 4,000-plus volunteer faculty members, including lawyers, judges, accountants, government regulators, and other professionals.

Published Products: More than 4,000 answer books, course handbooks, journals, and treatises, are available via the digital PLI PLUS library.

Website: www.pli.edu
Competitive intelligence (CI) professionals utilize resources that run from free to fee-based, depending on the complexity of the question and the operating budget. Many of us are familiar with some of the standard resources, such as Capital IQ, D&B, Hoovers, LexisNexis and its Lexis family of resources, and Westlaw and its family. Some of the non-standard resources may include Bloomberg Law, Corporationwiki, LinkedIn, Martindale, Reorg Research, Relecura, Credit Risk Monitor, and other company websites.

**Standard Vs. Non-Standard Resources**

The difference between standard and non-standard resources includes a matter of choice, frequency of use, familiarity with features, and emerging resources (e.g., vendors). Here are four facets to consider when selecting standard or non-standard resources.

1. A matter of choice may dictate using non-standard resource Relecura over a standard one, such as Lexis’s TotalPatent One for patent searching.

2. Based on frequency of use, Corporationwiki or PitchBook could be a standard resource in one firm, but a non-standard resource in another.
3. Familiarity with features may create a preference for Lexis’s Intelligize or Lexis Securities Mosaic. CI professionals very familiar with the features of both may rely on Intelligize for deep dives, or Mosaic for “low hanging fruit.”

4. Emerging resources. Traditional vendors have been around for 10 years or more. Emerging vendors have been around for less than 10 years and were formed to satisfy a market niche. Bloomberg Law, Reorg Research, and Relecura are examples of emerging or non-standard resources.

Seven CI Scenarios
Although simple questions may be answered through Google or LinkedIn, many others require accessing well-developed databases. Below, a typical CI scenario or question is posed, followed by range of resources for answering that question. The list of resources will not be extensive or complete since this is a column and not a book. Apologizes in advance if anyone feels slighted or overlooked, or if your favorite non-standard tool is not mentioned.

SCENARIO 1: You need to know if a person has an active bar license, but a state bar association was not mentioned.

RESOURCES: Martindale is a solid first choice, then once the person is identified, go to the state bar website for additional information. Another approach would be to use Google before going to the state bar website.

SCENARIO 2: You need to know if a person is on a board of directors.

RESOURCES: There are several approaches here. Use Google to search the person’s name with “board member.” Corporationwiki, LinkedIn, and PitchBook may be useful as well. Capital IQ, Lexis (Intelligize and Lexis Securities Mosaic) and Westlaw all have similar resources. Company websites also list officers and board members.

SCENARIO 3: You need to know how many subsidiaries a public company has.

RESOURCES: 10-K reports include Exhibit 21, and can be found on the following websites: sec.gov, Intelligize, Lexis Securities Mosaic, or the company’s website. Sarbanes Oxley requires public corporations to have an investors page on their websites that includes filings. D&B and Hoovers are also useful here.

SCENARIO 4: I am looking for specific bankruptcy information and I don’t want to go PACER (Public Access to Court Electronic Records).

RESOURCES: Credit Risk Monitor has a useful database and early warning announcements using FRISK® scores, and Reorg Research covers large bankruptcies. Reorg Research collects and organizes all relevant documents in large bankruptcies, making it easy to locate documents in one place. Capital IQ and Debwire are also useful for finding this type of information.

SCENARIO 5: My report needs to list the patent families of this one patent. Where do I turn?

RESOURCES: TotalPatent One and Relecura can answer this question very efficiently. TotalPatent One belongs to the Lexis family. Relecura is a tool for patent prosecutors to discover new information.

SCENARIO 6: I need to gather information about the patent and trademarks of a company for an M&A transaction competitive intelligence report.

RESOURCES: Relecura is good for patent information, allowing you to focus on different classifications and filter by country. ktMINE, via Wolters Kluwer Cheetah, provides valuable information about licensing, buying, and selling trademarks and patents. ktMINE has advanced searching via SIC codes, CPC (Cooperative Patent Classification) classifications, and company name.

SCENARIO 7: Who has reasonably sufficient information about private companies?

RESOURCES: Bloomberg Law and PitchBook both provide accurate information, as do D&B, Hoovers, Capital IQ, Lexis, and Westlaw.

Join the Conversation!
It is easy to fall into the comfort zone of relying on Google for everything. However, you need to consult other standard and non-standard resources to bolster your research. Flexibility in using the best tool for your report is significant. The use of these resources will provide more value to your CI report. If you have additional resources that should be included and would like to share your ideas, please consider contributing them to On Firmer Ground at bit.ly/JF20OFG. We would love to hear from you!
Dealing with Burnout

*Q* Between my boss, co-workers, committees, professional commitments, and my personal life, I’m starting to feel burned out in my job. What tips do you have for getting your work mojo back?

**Dolly**: Burnout feels like a hot topic in libraries right now. I used to visualize someone with burnout as a loose cannon, irritable and unpredictable, like Howard Beale from the film *Network* screaming “I’m as mad as hell, and I’m not going to take this anymore!” But burnout, I now know, doesn’t have to take the form of outbursts.

Over the past few years, the idea that burnout has specific causes and symptoms has gained recognition in professional circles, with “Burnout Syndrome” recently being designated by the World Health Organization as an official diagnosis. Experiencing stress for prolonged periods is not good for people. It can lead to anger and irritation, yes, but also depression, insomnia, and substance abuse, and it can manifest as physical symptoms such as heart attack and stroke. Being unhappy at work doesn’t just impact your mood; it can kill you.

So, with that in mind, I encourage anyone suffering from work burnout to take a step back and consider the causes. Are you feeling bored or unchallenged? Is your workload unsustainable? Are team members not pulling their weight, or is workplace drama distracting from the job? Naming a problem is the first step to solving it. You might then decide to ask for different assignments, adjust your workload, or mediate issues with your team. You can, in a healthy environment, find new ways to enjoy your work again by addressing the issues that are troubling you.

The attitude that burnout is solely the problem of the person experiencing it is still prevalent. Speaking up, asking for help, or taking time for yourself can be negatively received by toxic managers. Your first priority is always to yourself and your health. Utilize resources such as your...
Employee Assistance Program (EAP), mental health coverage, and medical leave. If you realize you need to leave your employer for a new one, taking time for yourself is key to getting your self-confidence and mood back on track. You’re not alone, and you’re not the problem.

**Maribel:** Dolly provides some great advice on communicating with your team and rearranging your work and workflow. You might find yourself more motivated by simply mixing up your work (try alternating boring tasks with more exciting tasks, or difficult tasks with easier ones). You might also try to find ways to reward yourself when you’ve completed a task, and to appreciate yourself, rather than just moving on to the next thing. In addition to finding ways to make work more bearable, I suggest finding non-work ways to balance your work burnout.

Exercise can be an effective way to blow off some steam. I often start or end the day with a run, and often use that run to ramp myself up to a project that I have to work on, or to talk myself down from an email I just read or a negative interaction I might have had. The endorphins released also physically relieve stress. I end up solving (or at least working through) a lot of issues while I am out on my runs, and I find it much more effective than sitting and worrying or stewing. I also draft a lot of responses to messages in my head while I exercise, and somehow the language always ends up much more diplomatic at the end of a run.

If you’re not into running, yoga and meditation can also be quite calming. Heidi Kuehl, director at the Northern Illinois University College of Law Library, practices yoga and meditation to avoid burnout. In fact, she started a weekly “Yoga in the Library” group that is very well attended (because, it turns out, lots of people are looking for relief from burnout). If you are having trouble finding time outside of work to exercise or meditate, try to find time during work. If you have the authority, make time for everyone to do it during work!

During the day, step away from work when you can. I force myself not to eat lunch at my desk, and instead leave the building every day for some fresh air. I am a member of a nearby art museum and often go there during my lunch hour, for a small break from the daily grind.

If you are experiencing serious burnout, to the point where exercise, mindfulness breaks, and outside lunches are no help, I agree that you should put yourself first and reach out to your employer, EAP, or a mental health professional to avoid further stress and burnout. I wish you all the best.

**Scott:** I suggest the following exercise: Think back to a time when you felt like your work was more manageable, challenging, enjoyable, or simply devoid of the negative feelings you’re feeling now. What was different? Have your responsibilities changed? Did you have different co-workers? A different boss? Were your hours different? Or is it possible that, while your job hasn’t noticeably changed, there has been a change in the way you perceive your work?

The changes in our lives that tend to stick in our minds are the big, seismic kind that signify the beginnings and ends of life chapters. A big promotion. The birth of a child. In practice, however, it is often the accumulation of incremental changes over time that can take you from a state of contentment to a place of unease. These are the changes that individually barely register in real time. You put your head down to do your work, content that you know who, why, and where you are, and then the next time you glance up your surroundings don’t look as familiar as they should, and things aren’t where you remember leaving them.

All this is to say that the exercise of thinking back to that time when work was good and identifying the factors that seem to be different in your current circumstances can provide a useful road map back to that place of contentment.

We tend to associate “burnout” with work because, like it or not, work is where we spend most of our time. Burnout at work, however, could simply be symptomatic of burnout writ large. At the risk of sounding cliché, we really are living in challenging times. In times like these, it is important to practice self-care.

Even if the particular brand of burnout that you are experiencing manifests most obviously from work-related stresses, remember that the choices you make outside of work play a giant roll in your overall mental and physical health. With that in mind, do the things that you know you should be doing already but don’t. Cut back on alcohol and caffeine. Sleep more. Exercise more. Eat better. Consider dipping a toe into mindfulness meditation (or prayer, if that is more your speed). These can be difficult changes, but raising your overall level of mental and physical health will undeniably pay dividends in your life, both inside and outside of work, and you may find that while you were busy caring for yourself, the burnout you were experiencing faded away.

---

**DOLLY M. KNIGHT**  
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maribel.nash@dlapiper.com

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AALL held its one-day Competitive Intelligence Foundations program on October 18 in Chicago. Led by Žena Applebaum, competitive intelligence strategist, legal industry observer, and personal brand advocate, the program gave professionals the tools they need to rethink their work for a competitive advantage, create processes, and learn effective analysis. During the program, attendees learned the basics behind what CI actually means:

- CI is about anticipating surprises—forecasting for the future
- Information on business rivals and markets for the purpose of developing actionable recommendations
- CI is often also thought of as a form of client/customer insights
- CI practitioners use public, but not necessarily published, information
- Open sources—public documents, speeches, interviews, published sources, and in-house expertise
- CI is the synthesis, analysis, and presentation of these insights and findings

AALL thanks Wolters Kluwer for their generous support of this event.
1. **The must-have educational programs.** The AALL Annual Meeting is the premier education and networking event for legal information professionals looking for continued professional development. This year, learning expert Jim Kwik will provide expert strategies to increase productivity and purpose during his keynote on Sunday, July 12.

2. **The amazing jazz and live music scene.** Known as “the birthplace of jazz,” the Big Easy is home to countless clubs and small concert venues featuring live jazz, brass, R&B, soul, rock-n-roll, and zydeco every day—and night—of the week.

3. **The people.** New Orleans is a melting pot city of many cultures. Whether it’s the accent, the food, the music, or the architecture, this city is one of the most unique and culturally rich in the world.

4. **Great food and world-class restaurants.** Whether it’s café au lait and Beignets at Cafe Du Monde, pralines, shrimp po’boy sandwiches, Cajun gumbo, fresh shucked oysters, crawfish boils, or fine dining at some of the best restaurants in America, the Crescent City offers one of the most unique culinary experiences in the world.

5. **Unique shopping venues.** From Voodoo and occult shops to rare antiques and stylish boutiques, there’s something for everyone.

6. **The world-famous French Quarter.** Located in the heart of the city along a bend of the Mississippi River, the French Quarter is famous for Bourbon Street, low-rise buildings with baroque ironwork balconies, unique shops, vibrant nightlife, and numerous jazz clubs, bars, and restaurants.

7. **Steamboat tours.** Take one of the numerous steamboat cruises along the Mississippi to get a unique view of the New Orleans skyline and harbor.

8. **Swamp and bayou boat tours.** For nature lovers, fascinating boat trips and sightseeing tours into the secluded Louisiana swamps and bayous will bring you up close to towering Cyprus and tupelo trees, alligators, birds, and other wildlife.

9. **Interesting museums.** Jazz aficionados, art lovers, and history buffs are sure to enjoy the city’s many great museums, including the NOLA Jazz Museum, the NOLA Museum of Art, and the National WWII Museum.

10. **Ghost and haunted history tours.** Take a mysterious tour of some of New Orleans’s most eerie houses, cemeteries, and other unique locations to learn about the city’s many rich voodoo, vampire, ghost, and witch legends and histories.
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