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The theme for this issue of *AALL Spectrum* is Best Practices. As law librarians and legal information professionals, we know from experience and research that employing best practice methodologies leads to desired results. A commitment to using best practices is a commitment to using all the knowledge and technology at one’s disposal to ensure success, quality, and excellence. We are fortunate to belong to a profession that has a long history of collaboration and sharing of best practices, as the articles in this issue demonstrate.

Now more than ever, the patrons we support are looking for an organized collection of best practices so they can continue to do their work effectively. We are well positioned not only to create best practices for our profession, but also to help our organizations manage their own best practices. Formally, this is known as Knowledge Management (KM). KM is the process through which organizations generate value from their intellectual and knowledge-based assets. As we move to a new normal of working remotely and learning to use new e-resources and tools, KM will become more prominent and important to the success of the organizations we support.

**Finding Opportunities to Engage in KM Efforts**

Below are a few best practices for how law librarians can lead KM initiatives:

- Develop client team, industry, and practice group pages where lawyers can find best practice work product, practice tools, news, etc. to foster effective practice support.
- Deploy artificial intelligence and data analytics tools to help with practice efficiency and provide better insights.
- Engage your patrons on collaboration platforms to capture knowledge generally shared by email.
- Build current awareness platforms that help your patrons stay engaged with what is happening with their practice, clients, and industry trends.
- Expand research services by offering business development and competitive intelligence services that are critical to success in competitive environments.
- Create client extranets that enable clients to communicate with their lawyers and access work product, budgets, and other firm tools.
- Engage in legal process improvement and project management initiatives that clients are increasingly demanding and that law librarians have long been known to be far more efficient than lawyers at conducting, such as legal research and other business tasks.
- Expand professional development training so that faculty, judges, and lawyers can learn and master these KM tools and other emerging technologies.
LEGAL RESEARCH DATABASE EVALUATION

Using objective and subjective criteria to ensure consistent comparison.
BY MARK E. ESTES & JONATHAN C. STOCK

CONDUCTING 50-STATE SURVEY RESEARCH: LESSONS LEARNED THROUGH CRIMINAL JUSTICE RESEARCH

Ten Tips for conducting effective multi-state survey research.
BY JANET KEARNEY

DEVELOPING ALLStAR WITH COMMUNITY PARTICIPATION

The challenges, successes, and future of the new library research survey instrument.
BY JAMIE J. BAKER, MICHELLE HUDSON & JESSICA PANELLA

LIGHTNING LESSONS

Blending outreach and instruction in a flash.
BY AJ BLECHNER & HEATHER JOY

FEATURES
Ask a Colleague: AALL Annual Meeting

TRENDING
Highlights from the 2020 AALL Membership Survey.

Q&A PERSPECTIVE
Get to know your 2021 AALL Executive Board candidates.

SHELF LIFE
What resources have helped you develop new best practices or processes?

MEMBER PROFILE
Meet Lindsey Carpino, legal content services supervisor at BakerHostetler in Chicago, Illinois.

NEWS & NOTES
AALL membership renewal grace period, and important 2020 dates.

LEADER PROFILE
Steven P. Anderson talks about his struggles working with Parkinson’s disease, and why access to justice is so important.

ASK A COLLEAGUE
For new members, what is the value of attending the AALL Annual Meeting and how has it impacted your professional career? Advice from Amanda Runyon & Katie Brown.

AALL GALLAGHER AWARD
Dr. Yvonne J. Chandler, Jolande E. Goldberg, Melody Lembke & Michelle M. Wu are recognized.

ACHIEVEMENTS IN LEGAL LITERATURE
Announcing the 2020 Joseph L. Andrews Legal Literature Award winners.

2020 AALL HALL OF FAME
Meet the new Hall of Fame inductees.

TALKING TECH
Task automation in the law library.

OPPORTUNITY DEFERRED
A law librarian’s guide to the Public Service Loan Forgiveness Program.

LEADERSHIP

TECHNOLOGY

ADVOCACY

BUSINESS EDGE

VENDOR VOICE
Inside Thomson Reuters’s innovation hub.

PRACTICAL COMPETITIVE INTELLIGENCE
Using business continuity policy statements in your CI reports.

REFERENCE DESK
Tips for adopting to workplace change.
LEGAL CAPITAL, 4th Ed

Bayless Manning, Late Former Dean, Stanford Law School
James J. Hanks, Jr., Partner, Venable LLP

Legal Capital is widely credited with pioneering the introduction of the balance sheet and equity solvency tests, as well as other reforms in the Model Business Corporation Act and corporation statutes in more than 30 states. This edition adds new historical material, updates the statutes and caselaw on dividends and other distributions in the U.S., and compares the evolution of legal capital/ capital maintenance in countries around the world.  ISBN 9781599417721

“Legal Capital turns on a basic tension around the corporate form – how the concept of limited liability can place creditors’ and shareholders’ interests at odds, and how that tension is resolved through statute, case law, and private contracting. It is a must-read for corporate law students, academics, and practitioners, and a must-have for law firm and university libraries.”

Charles K. Whitehead
Myron C. Taylor Alumni Professor of Business Law
Cornell Law School

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Because of the coronavirus, we also cancelled our in-person 2020 AALL Annual Meeting this July in New Orleans. While there is no doubt this was the best decision for AALL to make, it still came with great sadness. Cancellation of an Annual Meeting has only happened two other times in the life of our Association, both occurring during World War II (1943 and 1944). I want to offer a special thanks to the Annual Meeting Local Arrangements Committee, chaired by Cathy Lemann and Fran X. Norton Jr., and the Annual Meeting Program Committee, chaired by Katie Brown, for their dedication and positivity as we navigated a change to our first-ever virtual conference.

The passion and resilience of law librarians and legal information professionals has never been more evident than it has been over these past few months. As we continue to help patrons and help each other, we must also take the time to acknowledge the achievements of our colleagues. This issue features the winners of the Marian Gould Gallagher Distinguished Service Award (the highest honor given by AALL), the Joseph L. Andrews Legal Literature Award, and the Hall of Fame Award.

In addition to honoring the 2020 award recipients, this issue of *AALL Spectrum* also includes articles to help you develop best practices in your workplace. Read on to get tips for evaluating legal research databases, learn how to develop lightning lessons, how to conduct effective 50-state survey research, and so much more. Also, get up close and personal with the candidates for the 2020 Executive Board election by reading the article “Q&A Perspective: Get to Know Your 2021 AALL Executive Board Candidates.”

It has truly been an honor to serve as President of AALL. This year’s historic pandemic has made it all the more obvious how important we are to one another, and how helpful a supportive community can be. I will always treasure the connections that I have made with you over this last year, and I look forward to staying in touch with you for many years to come.

Michelle Cosby
michelle.cosby@temple.edu
AALL COMPETITIVE INTELLIGENCE
STRATEGIES & ANALYSIS
VIRTUAL PROGRAM / SEPTEMBER 9-30, 2020

AGENDA
› Turning Research into Action
› Competitive Intelligence Analysis
› Framing Your CI Reporting
› Reporting and Branding
› Communicating CI Results
› Counter Intelligence
› Collaboration
› Key Client Program
› The Role of Data & Data Visualization in CI
› What’s Next for Legal CI

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TRENDING
AALL MEMBERSHIP

AALL members get more. From access to top-notch educational content and programs to grow professionally, to carefully curated publications and a vast network of professional colleagues—we prioritize our members’ needs. To that end, AALL conducted the 2020 iteration of its biennial Membership Survey to assess current membership trends and to identify areas for improvement. AALL values its members and strives to continually improve its programs and services. Here are highlights from the 2020 AALL Membership Survey.

MEMBERSHIP BY LIBRARY TYPE

<table>
<thead>
<tr>
<th>Library Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law School/Academic</td>
<td>44%</td>
</tr>
<tr>
<td>Law Firm/Corporate</td>
<td>36%</td>
</tr>
<tr>
<td>Government</td>
<td>15%</td>
</tr>
</tbody>
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Visit bit.ly/AALLmember2020 for complete survey results.

WHY ARE YOU AN AALL MEMBER?

- Discounts on AALL products & programs: 25.42%
- Access to legal information resources: 63.28%
- Continuing education/professional growth: 86.56%
- Network with others in the profession: 88.28%
- Access to publications: 45.76%

*Information gathered from the 2020 AALL Membership Survey.
When it comes to forward thinking and extensive legal expertise, AALL’s membership runs deep. Each year, AALL’s Nominations Committee puts forth a list of candidates for various positions on the Executive Board.

AALL spoke with this year’s group of Executive Board candidates to go beyond the basics and provide members with a more in-depth perspective of who they are and what their goals are for the Association. Learn more about each candidate’s statement and biography before the election begins October 1.

CANDIDATES FOR VICE PRESIDENT/PRESIDENT-ELECT

BETH ADELMAN
Director of the Law Library
Vice Dean for Legal Information Services
Charles B. Sears Law Library
University at Buffalo
BUFFALO, NY

Q What are the most important issues facing the legal information industry and AALL members right now?
A timeless issue is the cost of information resources coupled with shrinking or flat budgets. Add in the impact of the COVID-19 pandemic, and we now have all sorts of issues—some of which are evident and others that have not yet emerged. The legal information community needs to be vigilant in preparing for the social and economic consequences of the pandemic on our professional lives.

Q In light of COVID-19 and its impact on the personal and professional lives of AALL members, how can AALL continue to be a resource?
As the community leans into virtual environments, AALL must (1) underscore the importance of law librarianship whenever and wherever possible; (2) work as a resource for law librarians and law libraries by providing avenues for discourse about issues and by providing practical solutions; and (3) deliver increased remote educational opportunities, networking events, and mentoring opportunities in light of diminished travel.

Q What should AALL’s top priority be in positioning the legal information profession for the future?
AALL cannot shy away from the dramatic changes occurring in our industry. Of course, these processes started before the COVID-19 pandemic, but they have taken on new urgency since then. Our community must take the lead in rethinking and reshaping law librarianship and library school education. Librarians have helped mold education for as long as the profession has existed, and this is not the time for reluctant leadership.

Q What new opportunities are currently available for law librarians and legal information professionals?
One exciting new opportunity for law librarians and legal information professionals is AALL’s new Consulting Services pilot project. Members with 10 or more years of experience can apply to become a consultant for organizations that seek different kinds of expertise.
Finally, I think engagement and communication are always issues in our profession, and many of us have had to become creative with our strategies in how we currently work and communicate with members of our team, as well as with patrons and associates. I believe this creative thinking will only continue as courts, offices, and libraries reopen at varied rates, and we will continue to explore new ways to encourage engagement and communication.

In light of COVID-19 and its impact on the personal and professional lives of AALL members, how can AALL continue to be a resource?

AALL will continue to be a resource for our members first and foremost by listening to their individual needs. After we listen and assess what we are hearing from our members, AALL can then leverage the current services that AALL already offers to assist them. Some of the services, such as the AALL Career Center, My Communities, the AALL Annual Meeting, current and archived webinars, and active vendor relations and discourse should all be of assistance to our members. Additionally, if we learn from the membership that we must explore new services, I recommend we do that as well. It is always crucial to remember AALL is a member-driven organization, and members’ needs drive the services we provide.

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

AALL’s top priority should be a two-fold approach addressing challenges by first bringing individuals into the legal information profession to address the recent trend of library school closures that bar those interested in getting the necessary degrees from becoming a member of the profession. Secondly, AALL must stay at the forefront of educating our members on all aspects of our legal information profession, including topics such as the business of law, legal technology and...
analytics, and advancements in instruction, cognitive science, and memory retention, through the AALL Annual Meeting, webinars, publications, and via chapters, special interest sections (SISs), and caucus discussion and events.

**Q** What does AALL do better than other organizations?

We successfully mentor future leaders within the profession, both formally, through programming, and informally, simply through information professionals being pretty great people who are willing to help others and pass on knowledge. Some of the formal ways we do this are through CONELL (Conference of Newer Law Librarians), the recruiting or mentoring committees that most SIS and chapters have, the AALL Mentoring Program through the AALL Mentoring Committee, ample volunteer opportunities at chapter, SIS, and national committees, and educational opportunities such as the AALL Management Institute and Leadership Academy.

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

The quote, “First, do it, then do it right, then do it better.” As a high achiever with the learning disability dyslexia, I had struggled with anxiety over being good enough, and a little bit of the imposter syndrome would creep in and would stop me in my tracks. I then read that quote, and something clicked in my head. I realized I just needed to start and take some actions to move forward on a project. Once that project was done, I reflected on it, learned from both the wins and losses, and made it better. Then, I did it all again. That approach has allowed me to move past the initial fear, learn from my mistakes, and make continuous improvements in my life and my work.

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

I love sports movies! It doesn’t matter the sport portrayed in the film, but some of my favorites involve hockey or the Olympics. Why sports films? The films are often inspirational and remind me that no one succeeds alone. Instead, the athletes in the film succeed as a team, often as they overcome obstacles.

**CANDIDATES FOR EXECUTIVE BOARD MEMBER**

**MICHELLE HOOK DEWEY**

Legal Research Services Manager

BakerHostetler

ATLANTA, GA

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

The legal information industry is faced with several important issues—both old and new—that affect our members. Budget allocation is an age-old issue that isn’t likely going away in our current climate. This means AALL members will need continued support and guidance about navigating economic challenges. Advocacy, both internal and external, also remains a constant issue. Making sure our institutions understand and value the meaningful work legal information professionals bring to the table will always be a core focus.

There are also emerging issues that arise from the constantly evolving nature of our profession and the legal information landscape. Many members face with a host of issues raised by emerging technologies. These range from awareness to skills training to ethical uses of tools and technologies. The specifics of the challenges change frequently; however, at the core, members need to know how to vet and to use new tools.

**Q** In light of COVID-19 and its impact on the personal and professional lives of AALL members, how can AALL continue to be a resource?

COVID-19 has already had a profound effect on many of our institutions. There are likely more changes ahead—some of which are not yet conceived. The two biggest impacts will likely revolve around economic challenges and remote work. To best support our membership, AALL will need to continue to expand its virtual offerings, particularly those with a focus on aspects that can help legal information professionals thrive in remote environments. Sharing strategies and solutions to our shared problems has always been...
an essential role of this Association, and COVID-19 means AALL must continue to provide a nurturing and supportive community.

The economic impact will bring about an increased need for support, both personally and institutionally. Some members may be personally affected, so continued access to our community will be vital. In addition, it will be important to think about institutional economic considerations. This could be done in a variety of ways, which include programming focused on topics such as budget constriction, or by providing content in myriad formats that are cost effective and accessible to members with restricted resources.

What should AALL’s top priority be in positioning the legal information profession for the future?
Growing, retaining, and supporting a diverse membership is instrumental to the future of our profession. By investing in new members, as well as in the skill development of current members, AALL will help the membership retain the professional status of our work. Recruitment is critical to the long-term success of our profession. We must ensure our roles are filled by individuals who communicate the value of information professionals in various legal environments. Recruitment must also focus on diversity of thought, ethnicity, background, and skill sets. We need talented and knowledgeable information professionals to continue to bring new skills, depth, and longevity to our profession. Continuing to embrace AALL’s Body of Knowledge (BoK) and ensuring the professional abilities are inclusive of more technology skills, cultural competencies, and business proficiencies will also help provide our members with a set of core competences that can meet future challenges, both known and unknown.

What new opportunities are currently available for law librarians and legal information professionals?
There are so many new opportunities for law librarians and legal information professionals right now, and this is one of the greatest growth opportunities for AALL. The key areas where new positions are developing include data management, technology-focused instruction, and non-traditional roles in other departments such as marketing. These may be entirely new opportunities, roles, and titles; or these may be opportunities to evolve existing librarian or research responsibilities through partnerships with existing entities within our organizations. As organizations streamline, information professionals should look for non-traditional places that can benefit from our skills. I believe it is important for AALL to help members explore and identify these emerging opportunities.

What does AALL do better than other organizations?
Many associations and professional groups provide me with insight on my work, but AALL provides a network of people, a depth of educational content, and a source of guidance that is best aligned with our unique roles and needs. By developing the BoK competencies, AALL has taken general best practices and provided a framework for the specific work environments and roles of our members.

What’s the best advice you have ever received?
“Sharing is better than hoarding.” Sometimes people think holding work back or keeping work for themselves is a form of job security. Or sometimes it is just hard to let go of ownership. But I have found that the more you teach and the more your share your work, the better off everyone is in the long run. In my opinion, sharing inevitably leads to some form of good karma.

What is something we don’t know about you?
I studied poetry for a while, and there was a significant period of my life where I expected to be a professional poet. I still write, mostly prose now. Thanks to Frigaliment Importing Co. v. B. N. S. Int’l Sales Corp., 190 F. Supp. 116 (S.D.N.Y. 1960), I did write a poem in law school about chickens.

STEVEN ANTONIO LASTRES, ESQ.
Director of Knowledge Management Services
Debevoise & Plimpton LLP
NEW YORK, NY

What are the most important issues facing the legal information industry and AALL members right now?
1. Adoption of artificial intelligence (AI) in the legal industry. This will require upgrading the technology skills of law librarians and legal information professionals and developing new workflow processes for the practice of law;
2. Recruitment of the next generation of law librarians who are qualified to work in an all-digital environment;
3. Recruitment of minority law librarians so that our AALL membership reflects the diversity in our communities that brings a different vision and fresh perspectives to our organization; and
4. Enhanced focus on Access to Justice in light of the #blacklivesmatter movement. AALL must strengthen its advocacy program to ensure that our profession is part of the solution to affording everyone equal access to our judicial system.
In light of COVID-19 and its impact on the personal and professional lives of AALL members, how can AALL continue to be a resource?

Despite the horrible human toll of COVID-19, it has presented many opportunities for legal information professionals to transition their institutions to a completely digital library services platform. Legal information professionals can provide education hubs to spotlight and teach research and practice tools that will be essential to the practice of law for judges, lawyers, and law students who need to master these new digital platforms and apps to continue to serve clients, prose litigants, students, and others. In fact, my own career path has led me to lead the Knowledge Management Services team, where my team and I manage not only the know-how of the law library, but all of the firm’s practice areas as well. Law librarians are well positioned to become Knowledge Management stewards of their organizations who can help lead the organization and management of the organization’s intellectual property.

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

As a former chapter president and SIS chair, I have been advocating for a number of years that AALL take a stronger position in the advocacy of law librarians and legal information professionals. Simply put, we need to invest in marketing campaigns that help educate the legal industry about the value of law librarians. As the current editor of AALL Spectrum, I have been working on republishing articles in mainstream legal media to highlight the excellent work of law librarians and legal information professionals in leading the charge in the adoption and education of new technologies and how that is transforming the practice of law. AALL must do more to help promote our profession as a vital component of the legal industry.

What new opportunities are currently available for law librarians and legal information professionals?

Those entering the profession have an unlimited number of possibilities that did not exist even a decade ago. Law librarians and legal information professionals have a wide variety of non-traditional career paths available, such as chief innovation officers, or as professionals managing the following new legal areas: Knowledge Management, Legal Project Management, Legal Data Analytics, and Pricing Specialists, to name a few.

What does AALL do better than other organizations?

AALL is the premier organization for the professional development of law librarians and legal information professionals. It provides a professional “home” where law librarians can develop, learn, and socialize with peers. AALL must continue to expand professional education opportunities for its membership and look for more social media engagement for our newest digital native members.

What’s the best advice you have ever received?

The best advice I ever received was to “Do what you love. Love what you do.” I was fortunate to have fallen into our profession as a high school library intern for a New York City law firm and I have never looked back. This profession has provided me with a rewarding career over the past 30 years and I passionately look forward to all of the new opportunities and challenges on the horizon.

What is something we don’t know about you?

I am a first-generation Spanish-American. I am a dual national of Spain and the USA, and Spanish is my first language. I am the first in my family to obtain a college degree and I am living proof that the American dream is still alive despite the current administration’s desire to curtail immigration, the lifeblood of our society.

KRISTINA L. NIEDRINGHAUS
Associate Dean for Law Library & Information Services & Clinical Professor of Law Georgia State University College of Law Library ATLANTA, GA

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

The immediate issue is working through the impact of COVID-19. We haven’t seen all of the effects yet, but it has already changed how we deliver resources and services, and it is creating widespread staffing and budgetary cuts. Each library will have different concerns, but we can learn from each other. On a more general, but related, topic, rapidly changing technology is one of the biggest issues for the profession right now. We are information experts, and our skills at evaluating information, assessing technologies, and understanding how the tools are used are even more valuable as the technology changes.
Diversity is another critical issue for the future of the industry and profession. I don’t pretend to have all the answers, but I think we need to be working in several directions to increase diversity. Recruiting diverse individuals who are already appropriately degreed and/or trained is important, but we also need to promote diversity further back on the pipeline at a variety of decision points. AALL members are already working on these issues, but I think we could focus more resources as a profession.

In light of COVID-19 and its impact on the personal and professional lives of AALL members, how can AALL continue to be a resource?

AALL should continue, and even expand, its support for learning and collaborative information sharing. One of the greatest strengths of the organization is the variety of experiences of its members and our ability to learn from each other. For example, the AALL Leadership Development Committee offered a webinar titled “Effective Leadership with Virtual Teams.” It was a great opportunity for someone like me to learn from colleagues who had much more experience working remotely. Equally valuable opportunities are originating in SIS’s and chapters, and AALL can support and amplify these opportunities.

Information about COVID-19 is evolving rapidly, making developing recommendations tricky. As of the end of May, AALL has been maintaining a resource center with useful material on mental health, wellness, and working from home. Other areas that could be helpful include resources on job hunting and interviewing during social distancing, and guidance documents with either best practices or a research review on topics such as employee safety, low- or no-contact operations, cybersecurity, etc.

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

AALL members should be viewed as forward thinking, innovative, and as experts in the field. Because of what our members do and the organizations they serve vary widely, the message needs to be targeted to highlight the nuanced skills and knowledge of our members. AALL is the face of our profession and we all benefit when the organization models and promotes our innovation and expertise.

What new opportunities are currently available for law librarians and legal information professionals?

New opportunities are available, but I think we first have to acknowledge that COVID-19 has harmed many of our organizations and colleagues. Some of us will lose our jobs, and many more of us will feel other impacts from severely reduced budgets. I hope that some of these new opportunities will help with a difficult recovery. We are already seeing members take on greater roles in knowledge management, competitive intelligence, legal analytics, and artificial intelligence. What we learn from this is the importance of continuous learning and agility. Individually, and also as a profession, we have to stay current on the latest trends in the practice of law and legal technology and look for opportunities to add value to our organizations in these areas. There are also opportunities outside traditional organizations, including working with legal information and technology startups, or doing specialized research or analysis with business entities or agencies. It is harder, however, to break outside of a traditional path or to convince an organization to take on a new approach. This is an opportunity for AALL to support its members as they strive to respond to a rapidly changing environment.

What does AALL do better than other organizations?

One thing I enjoy about being a member of AALL is how it brings together members with diverse experiences to learn from each other. For example, as an academic law librarian, I joined the Private Law Librarians & Information Professionals SIS (PLLIP-SIS) and volunteered to work on a committee. What I learn from PLLIP programs, webinars, and from conversations with my PLLIP colleagues helps me when I teach legal research and law practice technology to law students. Compared to other professional organizations, I have found it easier in AALL, both at conferences and in general, to break out of library-type or position-type silos and learn from my colleagues in different roles and different organizations.

What’s the best advice you have ever received?

“You never know what someone else is facing.” It’s a good reminder that your co-worker’s distracted response probably has more to do with something else in their life than the current moment.

What is something we don’t know about you?

People are often surprised to find out I sing first soprano. I’ve sung all my life, and when we aren’t in the middle of a pandemic, I sing with my community choir.
What are the most important issues facing the legal information industry and AALL members right now?
The most important issue facing the legal information industry, and all other industries right now, is how to respond to the current pandemic. We cannot ignore how COVID-19 has changed the way we conduct business and the impact it has had on our members, community, colleagues, family, and friends. Not only must we continue to provide the level of service our institutions have come to rely on, we must also embrace our virtual environments and the involved technology. With a lack of accessibility to print material and academic and government institutions, we must know how to effectively and efficiently utilize our available electronic subscriptions and resources with confidence. Accessibility and reliability are crucial during this time.

What should AALL’s top priority be in positioning the legal information profession for the future?
The top priority must be member education. Technology and innovation will continue to propel the profession into the future. Members increasingly rely on our organization for continuing education opportunities related to technology, analytics, and emerging resources. The organization needs to stay abreast of these technologies and related enhancements and educate its members accordingly. Just as lawyers are expected to demonstrate their legal tech competence, so should our members. AALL should be at the forefront of establishing a baseline level of competency.

What new opportunities are currently available for law librarians and legal information professionals?
Due to the nature of our work and reliance on electronic resources, now more than ever we can capitalize on our ability to “work from home” by utilizing our unique skill set and providing seamless research. As information specialists, we can demonstrate our ability to collect, organize, and use data and analytics to enable our institutions to make meaningful decisions. Our industry is saturated with legal analytics, and we are positioned to filter these resources and help spearhead institutional initiatives.

What can AALL do better than other organizations?
AALL fosters transparency and encourages networking of like-minded individuals across a variety of legal institutions and workplace environments better than any other organization. The Association is committed to its members, as demonstrated by its daily communications, coffee chats, member forums, etc. AALL is a leading national organization dealing with issues that are unique and relevant to our profession.

What’s the best advice you have ever received?
Do not be controlled by your emotions. A quote I often repeat is “Those that anger you control you.” It is a constant reminder to not be led or overwhelmed by emotions. It is so easy in our fast-paced, often stressful environment to react too quickly and let our emotions take flight. It’s better to practice emotional intelligence and avoid impulsive reactions.

What is something we don’t know about you?
I began running at the age of 40, and I have since ran dozens of half-marathons and a full marathon.
With the volatility of the past several months, what resources have helped you develop new best practices or processes, both professionally and personally?

1. WE DON’T MAKE WIDGETS: OVERCOMING THE MYTHS THAT KEEP GOVERNMENT FROM RADICALLY IMPROVING by Ken Miller (Governing Books, 2006). “When reading about process improvement, I’m always struck by how the authors think. Typically, the only thing that matters is the widget produced, and the people, methods, and resources are all dynamic and, often, expendable. My knee-jerk reaction, like many in government and service industries, was wholesale rejection of this knowledge base because it seemed incongruent with what I do. However, I’m a big fan of the concept “everyone can teach you something,” so I was glad to find the book We Don’t Make Widgets. Ken Miller does an excellent job of fitting government services into the widget-production model and opening the lessons of process improvement to folks like me. This book has helped me better understand the MBAs in the budget office and to make sure the people, methods, and resources aren’t thrown out with the bathwater.”

Joseph D. Lawson; Deputy Director; Harris County Law Library; Houston, TX

2. DEEP WORK: RULES FOR FOCUSED SUCCESS IN A DISTRACTED WORLD by Cal Newport (Grand Central Publishing; 1st edition [January 5, 2006]). “A resource that helped me develop new practices over the past few months has been Cal Newport’s book Deep Work. I was in the process of re-reading this book at the beginning of the COVID-19 crisis. During the initial weeks of working from home, it was easy to get sucked into email and Slack during the workday, and then move over to 24-hour news and streaming services in the evening. Reading this book again reminded me why it’s important, both professionally and personally, to identify a few areas to focus your efforts on, to be intentional with your time, and to build in time to focus without distractions.”

Austin Martin Williams; Deputy Director; Law Library; Georgetown Law; Washington, DC

3. A PARADISE BUILT IN HELL: THE EXTRAORDINARY COMMUNITIES THAT ARISE IN DISASTER by Rebecca Solnit (Penguin; reprint edition [August 31, 2010]). “I’ve been enjoying Rebecca Solnit’s A Paradise Built in Hell. Drawing on historical cases and the discipline of Disaster Studies, she builds a compelling argument that human altruism and resilience are deeply ingrained and that natural disasters often serve as a catalyst for revealing our best selves, despite widespread beliefs to the contrary. Many of us have seen this play out on the small scale of our institutions as priorities suddenly shifted and we had to rapidly adjust to new expectations. While this has been very stressful, it has also revealed a lot of ingenuity, flexibility, and generosity. On a more specifically relevant level, I would also recommend an AALL webinar from April 2020 titled "Effective Leadership with Virtual Teams: To Infinity and Beyond," which provides excellent suggestions for improving communication among dispersed teams.”

Andrew W. Lang; Reference Librarian; Biddle Law Library; University of Pennsylvania Carey Law School; Philadelphia, PA

4. INCERTO SERIES by Nassim Nicholas Taleb (Random House [2018]). “This four-volume series helped me to think probabilistically when forecasting future events and to acknowledge the role of chance in how things turn out. In the legal world, this increased uncertainty understandably vexes clients. Whereas a client might usually have been able to depend on their counsel to accurately and precisely predict the legal consequences of a proposed course of action, it is now more difficult for a lawyer to tell a client exactly what will happen if they act or fail to act in a certain way. With Taleb’s works in mind, I have increasingly felt that my role has never been more important. It is probably not enough for attorneys and clients to rely on their own gut feelings to navigate the COVID-19 legal landscape successfully, and they must take into account so much information when considering potential consequences of legal strategies. Law librarians are accordingly helping the world get through the pandemic by ensuring that key decision-makers receive, understand, and consider pertinent information.”

Adam M. Masarek; Strategic Legal Insights Attorney; Greenberg Traurig; LLP; Atlanta, GA
WHAT INSPIRES YOU MOST?
Our profession inspires me. I love reading blogs, hearing about new products, and attending the AALL Innovation Tournament and seeing the thoughtful ideas our colleagues are sharing. These innovative ideas push me to think about process improvement.

A SKILL YOU’D LIKE TO LEARN?
Analytics visualization. I would like the ability to easily break down data into interesting graphics. I would also like to learn how to speak Spanish and master cooking and baking.

IF YOU WROTE AN AUTOBIOGRAPHY, WHAT WOULD ITS TITLE BE AND WHY?
Passwords and Prosecco. As a play on Reese Witherspoon’s Whiskey in a Teacup, I would write about my passions inside and outside the law library.

FAVORITE QUOTE?
“Eventually all things fall into place. Until then, laugh at the confusion, live for the moments, and know everything happens for a reason.” — Albert Schweitzer. I really believe this is true. If I did not take the opportunity from Loyola University Chicago School of Law’s Library Director, Patricia Scott, to work at the reference desk in law school, I would not be where I am today.

ADVICE TO YOUR 20-YEAR-OLD SELF?
Put yourself out there. Network and find your passion. Once you find your passion, the networking becomes easy. Don’t worry, others are interested in what you have to say and contribute.

LINDSEY CARPINO
LEGAL CONTENT SERVICES SUPERVISOR
BAKERHOSTETLER
CHICAGO, IL

2020 EMERGING LEADER AWARD WINNER
NEWS & NOTES

Have You Renewed Your AALL Membership?

MEMBERSHIP RENEWAL GRACE PERIOD & UNEMPLOYED RATE
Renewals for the 2020-2021 membership year are open. During these challenging times, AALL is offering a 90-day grace period before your member benefits cease. The grace period runs from June 1, 2020 through September 1, 2020. As we continue to navigate this constantly evolving health crisis, it is more important than ever for law librarians and legal information professionals to support each other. AALL will continue to provide you with the right tools and resources to keep you moving forward.

AALL offers a discounted membership rate for members who are recently unemployed (verification required).

If your employment situation has changed and you wish to receive this discount, please contact member services at membership@aall.org or call 312.205.8022.

2020 CALENDAR

**JULY**

9  AALL Webinar: “Caught! Ransomware, How it Works, and How to Avoid Attacks”
9-10  AALL Executive Board Summer Meeting
10  Private Law Librarians & Information Professionals Special Interest Section (PLLIP-SIS) Virtual Summit
13-17  AALL 2020 Virtual Conference
13  AALL 2020 / Partner Solutions Day
14  AALL 2020 / Interview with Keynote Speaker Jim Kwik
17  AALL Business Meeting & Members Open Forum
20  AALL 2020 / Prerecorded Sessions released

**AUGUST**

7-8  AALL Leadership Academy, Oak Brook, IL

**OCTOBER**

1  AALL Executive Board election opens
31  AALL Executive Board election closes

**NOVEMBER**

2  AALL Executive Board election results announced
5  AALL Fall Finance & Budget Committee Meeting
5-7  AALL Executive Board Fall Meeting

**QUICK LINKS**

- REGISTER FOR THE 2020 AALL VIRTUAL CONFERENCE
  bit.ly/AALL2020
- AALL EDUCATION
  bit.ly/AALLeducation
- AALL CI STRATEGIES & ANALYSIS
  bit.ly/AALLci2

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- Networking
- Publications
- Leadership Opportunities
- Advocacy

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The Sustaining Member benefit makes a great retirement gift!

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* Does not include SIS memberships
LEGAL RESEARCH DATABASE EVALUATION

USING OBJECTIVE AND SUBJECTIVE CRITERIA TO ENSURE CONSISTENT COMPARISON

BY MARK E. ESTES & JONATHAN C. STOCK
Law librarians evaluate their library’s database information resources to confirm the value of those resources, thus furthering the library’s mission and collection development policy. These evaluations may be conducted at budget preparation time, before contract renewal time, or when a database enhancement is announced. This article describes an evaluation method used in some Connecticut-based studies.

This straightforward, systematic method works across jurisdictions and applies to all library types. It includes both objective and subjective criteria for the evaluation. Weighting each of those quantitative and qualitative criteria depends upon the unique needs of each library. Thus, two libraries could reach different conclusions about the evaluated databases.

Consistently collecting and comparing the data includes five steps:

1. Identifying two types of workable research questions that are broad enough to provide enough data for a meaningful comparison, but not so broad that the data analysis becomes unmanageable.

2. Running these questions (search queries) and compiling data for each database information system.

3. Organizing the search results.

4. Recording the other criteria.

5. Evaluating each database information system based on these results.

Types of Questions
The evaluation begins by identifying research questions that are representative of two categories:

- where a statute or regulation controls the topic
- where common law controls the topic, in the absence of a statute or regulation
For the first research question, start with the correct statute or regulation. By way of example, the Connecticut study asked what statute governs (a) non-conforming use in zoning and (b) the authority of tree wardens.

For the second research question, start with a topic controlled by common law. For example, the Connecticut statutes do not address common law marriage, so the study searched for Connecticut opinions about common law marriage.

Running the Questions and Compiling Data

To ensure consistency across the evaluation, follow the same order for each database: namely, running the query; making subjective evaluations about the user interface; and recording the objective data about search results, database contents, and vendor offerings.

First, search each database by natural language—apply filters before and after the query, recording the results each time. Second, search using Boolean terms and connectors—applying filters before and after each query and recording the results.

While running the searches, record the objective data (the number of results and citations), as well as subjective evaluations about the user interface (how it felt running the searches and waiting for results). To facilitate organizing and evaluating these results, take care to differentiate the objective data from the subjective data by recording the results in a table, or by using different colors or different fonts.

Organizing the Results

To facilitate database comparison, transcribe the results into a table with a column for each database and a row for each question and evaluation factor, as shown on the next page. Additional evaluation factors include:

- Historical coverage: 1) Are prior versions of statutes and regulations accessible? 2) What courts are included and how far back do their opinions go?
- Frequency of updating for primary law
## SAMPLE RESEARCH DATABASE COMPARISON TABLE

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>DATABASE 1</th>
<th>DATABASE 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coverage – statutes</td>
<td>Current compilation only</td>
<td>Current and prior back to 1980</td>
</tr>
<tr>
<td>Coverage – regulations</td>
<td>Current compilation only, no proposed regs</td>
<td>Current and prior year compilation back to 2010 plus proposed regs to 2010</td>
</tr>
<tr>
<td>Coverage – legislation</td>
<td>All bills and amendments current session</td>
<td>All bills and amendments current session plus back to 2010</td>
</tr>
<tr>
<td>Courts</td>
<td>Supreme from statehood, appellate court from 1910</td>
<td>Supreme from statehood, appellate court from 1910</td>
</tr>
<tr>
<td>Update frequency of primary law</td>
<td>Weekly</td>
<td>Within 24 hours of availability</td>
</tr>
<tr>
<td>Editorial content – statutes</td>
<td>From the state legislative analyst only; No prior versions listed</td>
<td>From the state legislative analyst and staff attorney annotations to current and prior versions of the statute; complete prior version history including bill #s</td>
</tr>
<tr>
<td>Search</td>
<td>Boolean, pre- and post-filters</td>
<td>Natural language, Boolean, wild cards, connectors, pre and post-filters</td>
</tr>
<tr>
<td>Search refining</td>
<td>New search only</td>
<td>Modify existing query, the ability to revert to an earlier query is especially handy</td>
</tr>
<tr>
<td>Citator</td>
<td>No citator available; cumbersome global searching only for retrieving and analyzing cases</td>
<td>Machine citator showing positive, negative treatment; easily review the citing case and return to the citation list</td>
</tr>
<tr>
<td>Secondary sources &amp; results</td>
<td>None</td>
<td>Annotations include publisher’s &amp; bar association practice guides</td>
</tr>
<tr>
<td>Search history</td>
<td>Only for current session</td>
<td>Available for 30 calendar days, including search modifications</td>
</tr>
<tr>
<td>Saving results</td>
<td>Not available</td>
<td>Easy to create folders in the cloud by client/ matter for search results and notes</td>
</tr>
<tr>
<td>Printing, etc.</td>
<td>To Word, PDF, printer, saved/downloaded a Word or PDF and email as PDF, Word</td>
<td>To Word, PDF, printer, saved/downloaded a Word or PDF and email as PDF, Word</td>
</tr>
<tr>
<td>Usage reports</td>
<td>Downloadable CSV of user, time, documents printed/downloaded</td>
<td>Reports pushed or downloadable of user – including timekeeper, time, documents printed/ downloaded, number of searches, time online, databases/files searched. Much easier to get and analyze reports.</td>
</tr>
<tr>
<td>Pricing</td>
<td>Per user</td>
<td>Per user plus a fee for access to secondary sources</td>
</tr>
<tr>
<td>Customer Service Training</td>
<td>Web &amp; video-based training; phone support M-F 6 a.m. – 8 p.m. EST</td>
<td>Web, video-based training plus one-on-one and group MCLE sessions; Excellent friendly customer service 7 days a week 6 a.m. – 9 p.m. EST</td>
</tr>
</tbody>
</table>

- Extent of editorial content: annotations in statutes/regulations; summary or headnotes in cases
- Search: natural language and Boolean, wild cards, connectors, and filters
- Citator: showing treatment indicating published and unpublished opinions
- Secondary sources included in results or pointed to

- Search history
- The ability to save results and research notes
- Printing, downloading, and emailing results
- Usage Reports: how much effort to retrieve them, level of detail, and COUNTER compliance
- Pricing structure
- Customer service and training
- Password management
- If changing database providers, how steep is the learning curve and assistance in change management?
- How are the search results ranked? How is the vendor determining “relevance”?
In addition to tabulating those objective evaluations, record subjective reactions to the search process, including query results as well as other features and functionalities. Among these, reflect upon questions relating to usage reports. Are they available from the vendor? Does the vendor routinely push them out or must you retrieve them? How detailed are these usage reports? Do they indicate which files or databases were searched, how many downloads, or how secure the results are, and/or notes?

**Evaluating Each System Based on the Results**
Summarize the results and observations into a narrative for the ultimate decision maker (or for your own files).

**Beyond a Single Library: AALL’s Role in a Nationwide Database?**
The simplicity and consistency of this method is scalable. So, instead of a single library evaluating databases, imagine a coordinated effort across library types and jurisdictions evaluating and sharing results. Such a project would demonstrate the American Association of Law Libraries (AALL) members’ authority and expertise in defining the challenges and methods of selecting the most appropriate information resources for their institutions.

AALL could serve as a facilitator of such a nationwide database evaluation effort. Building that coordinated effort requires institutional resources, including electronic, IT, instructional, human, and start-up funding.

**Additional Resources**
For expanded discussion of the Connecticut study as well related search and database evaluation articles, see the following:

- “Evaluating Shepard’s, KeyCite and BCite for Case Validation Accuracy,” Law Library Journal, bit.ly/JA20LLJFall18
- “Every Algorithm has a POV,” Susan Nevelow-Mart, bit.ly/SO17algorithm

This summary narrative and the results table should rank the databases based on the criteria important to the library. With multiple and nuanced criteria, an infographic or chart may highlight the similarities and benefits and thus facilitate the ultimate decision maker of the purchase/renewal.
Multi-state surveys enable us to compare the laws of multiple jurisdictions in the United States. They may cover all 50 states (which is where they get their popular name, 50-state surveys), and they may cover statutes or regulations, or both. These surveys are published as law reviews, books, or resources in specialized databases. Free resources exist to some extent. Among the best are the bill-tracking databases from the National Conference of State Legislators.

Because there is such a wide variety of resources, it can be time-consuming to find what you need. *The Subject Compilation of State Laws* by Cheryl Nyberg annotates state surveys, covering hundreds of subjects and publications. It digs into the minutiae of available materials, including sources such as footnotes in court decisions that provide citations.

This article provides a set of general tips and recommendations for conducting a multi-state survey and notes major obstacles. Some of these helpful tips are second-nature to librarians, but they are nevertheless worth repeating here. If you are working with research assistants, it is worth taking the time to emphasize these important tips.
Top 10 Tips and Recommendations

Many of the examples presented here are based on a survey conducted to assess correctional institutions, but the same issues apply to research involving government agencies generally. The results of my initial survey can be found in Johanna Kalb’s article, “Gideon Incarcerated: Access to Counsel in Pretrial Detention.” (Read the article at bit.ly/JA20Gideon.)

1. Identify exactly what you want to know.
Is it important for you to find all regulations on a subject? Do you more generally want to know how a public policy is implemented in a state regardless of the legal mechanism? In the survey that inspired this article, we wanted to know what public policies govern access to counsel for those individuals incarcerated pretrial. Given the broad nature of the inquiry, we focused on specific types of access: what public policies govern the contact a pretrial detainee can have with their attorney as it concerns mail, telephone calls, and in-person visits? By looking generally for public policies that are ultimately administered by agencies, we realized we would likely have to consider statutes, regulations, and policies.

2. Develop a detailed plan.
You will be derailed by unexpected difficulties. This is a natural by-product of surveys because of the different ways states organize their legal information. You may come across concepts that sound relevant but are only tangentially related. For example, when discussing mass incarceration and pretrial detention, bail is of critical importance, but it was not the focus of my survey. Let your plan keep you focused on relevant information. Update it as you go; if you find certain keywords or agencies relevant, incorporate them so you do not lose track. It is good to go back to the requester of the information during this process, because it’s likely you’ll need additional clarification as you hone in on the different related issues.

There are no magical fixes, but as GI Joe says, knowing is half the battle.

If you find quick fixes to anything mentioned here, please let me know. These issues are inherent to conducting survey research and a consequence of the way law is drafted and codified. Importantly, do not leave your readers in the dark: tell the reader in the beginning of the survey report of any difficulties you encountered or disclaimers they need to fully conceptualize the survey.

3. Evaluate what you [or your researchers] already know.
Is there any prior knowledge of the states being surveyed? Do you understand the relationship between statutes and regulations? Between regulations and policy documents? For some researchers, particularly law students, this could be their first real foray into statutes and regulations. For a quick primer, see Mary Whisner’s Law Library Journal article “Some Guidance about Federal Agencies and Guidance.” (Read the article at bit.ly/LLJWhisner2013.)

4. Define your key concepts.
Are prisons and jails the same? What do we mean by pretrial detention? Be open to synonyms. If your overall question includes the term “public policies,” be prepared to define it. The word policy is often used interchangeably to mean a variety of different things. There are two relevant definitions you may encounter: 1) Policy as a statement of the law; used in this way, the word policy is equated with regulations or statutes. This is policy as a shorthand for public policy; 2) Policy as a further explanation of government regulations and requirements. These policy documents are often referred to as guidance documents, memoranda, bulletins, etc. If there is a definitions section that applies to the relevant laws, use it; let the law define itself for you and help you confirm you’re in the right place.

5. Draft a wide variety of keywords.
Different jurisdictions use different terms. You may have trouble starting in a new jurisdiction until you know the terms used. The terms utilized by practitioners can also vary from the actual terms used in statutes. Remember that keywords can fail, so utilize an index (they still exist!) or another tool, such as a popular name table. The wide discrepancy between states on numerous issues is the main difficulty. As soon as you understand one concept, you may find that it is completely different in the next state. Sometimes very different words are used to describe the same content. Laws are also organized and administered in different ways. Because of this, you may have to spend time understanding a concept from one state that you will never encounter again.

6. When conducting a regulatory survey, remember the relationship between different types of documents.
In organizing research, keep in mind the relationship between the types of public policies. Statutes are enacted by legislatures. Regulations are promulgated by administrative agencies in accordance with particular statutes and the procedures established by a state administrative procedure act. A statute will not always direct you to related administrative regulations; on the other hand, a regulation should direct you to a statute. Policy documents are further explanations of regulations. Statutes and regulations are laws that are published; policies are not law. Such distinctions are complicated by the subtitles of administrative law, but it tells you that policies are not required to be published in the same way as laws. For more on these non-law policies, see Brian Wolfman & Bradley Girard’s SCOTUSblog post, “Argument Analysis: ‘Interpretive Rules,’ Notice-and-Comment Rule-Making, and the Tougher Issues Waiting in the Wings.” (Read the blog post at bit.ly/JA20SCOTUS.)

7. Keep in mind the relationship between state and local governments.
When investigating an issue that affects multiple levels of government, research can get tricky. In most states, there are state departments, but there may be county agencies to consider. In our survey, we discovered that some states have uniform corrections agencies that
handle all levels of law enforcement; some states have both state and local institutions. Sometimes only local jails have pretrial detainees; sometimes state and local jails may have pretrial detainees. To what extent does the state institution interact with the local? For corrections, many state departments set minimum jail standards for local jails that are otherwise governed by local officials.

8. Ask for assistance.
If something seems inconsistent or strange, see if an individual from that jurisdiction can answer your question before you spin yourself in circles. If the inconsistency is in your own geographic expertise, rely on your colleagues. The librarians and correctional staffers that fielded my questions were very helpful in my survey planning, for which I am extremely grateful.

Statutes, regulations, and administrative policies are not always easy to find, read, or understand. There are transparency issues related to access and publication of materials, plus confusing phrasing and poor organization of the written law. One of the side effects of the vast amount of written law we have is that we expect there to actually be written law that is accessible to us. A law school is a great environment for conducting a multi-state survey because of the expensive platforms one is generally able to access there. Although every state has its laws online, finding them is not always easy and the quality of search tools varies widely. A wonderful resource for finding these websites is another multi-state survey, “50-State Surveys of Laws & Regulations: State Statutory & Administrative Codes on the Internet,” from the Franklin County Law Library. (View the document at bit.ly/JA20Franklin.) Ask yourself: Is a 50-state survey realistic in a timely manner without access to expensive databases?

When researching administrative materials, currency is key; often they are not updated as quickly as statutes nor is their publication schedule easily discernible. Another issue is access to policy documents. Once you manage to access the material, you need to be able to understand it. The fact that many laws have confusing phrasing and are poorly organized is likely not news to many librarians.

9. Be prepared to take extra steps.
You may need to draft Freedom of Information Act requests, especially in the area of correctional institutions. Depending on the state, little information may be publicly available. You may need to call staff at institutions to receive clarification or ask general questions. While they might be surprised to be asked to actually answer questions about their operations, be persistent. Take extra steps in your own work: you will likely need to be more meticulously organized and careful about how you organize your findings than in other types of research. Does it make sense to include only a statutory citation? What about quotes? Should you note why a section applies? Always consider the needs of the potential audience.

10. Have fun!
Conducting a multi-state survey can be frustrating and complicated, but it stretches research muscles, and you’ll never forget it! Upon telling a co-worker about the idea for this article, she immediately launched into her tales of 50-state surveys. Take what you learn and carry it with you.

The Challenge of Updating
Can a multi-state survey ever be truly up-to-date? I conclude that, no, they cannot. There are two approaches to keeping up to date when you are compiling the research. First, you can set an alert in a database for changes to any of the primary sources that are relevant. The plus-side to this option is that if you get no alerts, you may be able to feel reasonably confident nothing has changed. This option will only work for materials found in a database that provides alerts. This is likely a better method for long-term updating. A second way of keeping up to date is to set a date to finalize the survey and substantiate all the material at once. There are some obvious practical difficulties with this choice, but if you can schedule the time, it can help you feel confident you are up to date and that all access links are still working.

This might be a better method for a one-time project, such as a law review article. You should always prominently indicate to your readers the cut-off date for accuracy and currency.

Despite the labors required by some multi-state surveys, the time spent on these research requests can be reduced by following the tips provided here. While you are almost certainly going to encounter some difficulties in a multi-state survey, remind yourself that that’s just part and parcel of conducting survey research.

If something seems inconsistent or strange, see if an individual from that jurisdiction can answer your question before you spin yourself in circles. If the inconsistency is in your own geographic expertise, rely on your colleagues.
ALLStAR (Academic Law Libraries: Statistics, Analytics and Reports) assists academic law libraries in leveraging their data to analyze their allocation of resources, capitalize on their strengths, and tell their stories to stakeholders. The ALLStAR Official Survey combines the questions required by the annual surveys distributed to libraries by the Association of Research Libraries (ARL), the Association of College & Research Libraries (ACRL), and U.S. News and World Report, and it retains legacy American Bar Association (ABA) library questions of interest, making it a convenient place to gather all library metrics and cross-populate to the relevant surveys.

The potential value of having a resource such as ALLStAR to collect law library metrics cannot be overstated. To showcase the value, look no further than the success story of the Texas Tech University School of Law Library. In 2018, Texas Tech was undergoing its ABA site visit. During the visit, the law library was flagged for its fairly dramatic decrease in budget and staffing since undergoing its last ABA site visit in 2011. While preparing to respond to the ABA, law school administrators asked the law library for recommended budget and staffing levels to properly meet the curricular and programming needs of the law school community. The law library turned to ALLStAR to aggregate available data on budgets and staffing at
various law schools to benchmark and create a narrative showing that Texas Tech needed to increase its funding to establish a law library program comparable to its peers. Because of the ability to benchmark the data and create a contextual narrative, the law library was able to increase the collections budget by nearly $450,000. In addition, the law library was able to hire two staff positions to stay in line with other law libraries of a similar size.

Texas Tech’s success story was not without its challenges, particularly when trying to benchmark using incomplete data sources. Many law libraries have input sparse data over the years, so it was essential to run reports across various years and try to piecemeal data into a compelling narrative.

**Successes**

The first ALLStAR Official Survey launched in 2017-2018 and was filled out by 110 academic law libraries. The second survey for 2018-2019 includes trend questions, which are narrow, and topical questions that will change each year and rotate every so often, allowing libraries to benchmark specific topics of interest against peer institutions, in addition to the questions required by the major survey organizations. The 2018-2019 trend questions focus on local digitization efforts. The platform is also growing; it will soon be used by AALL’s Heads of Cataloging in Large Law Libraries, providing statistics that will be available to all subscribers.

ALLStar has an engaged advisory board, led by Teresa Miguel-Stearns. Getting an all-volunteer survey instrument created and completed has not been easy. ALLStar’s first project manager, Robert Dugan, was instrumental in the tool's success by aligning and defining major survey questions, creating pre-made reports, how-to documentation, and answering user questions. ALLStar also boasts an active user community. The first User’s Group Meeting took place at the 2019 American Association of Law Libraries (AALL) Annual Meeting held in Washington, DC at the recommendation of an ALLStar participant.

Within the ALLStar system, there are now dozens of pre-made reports that cover services, institutional repositories, faculty, enrollment, facilities, interlibrary loan (ILL), collections, expenditures, personnel, and more, all of which quickly helps librarians export and compare metrics drawn from years of survey data from all participating academic law libraries. These reports also provide pre-calculated derived ratios, such as collections expenditures per student, seats available per student, librarians per faculty, and many other useful measures.

**Challenges: Current and Upcoming**

While the platform has made great inroads since it launched in 2017-2018, it is seen as a work-in-progress that requires substantial community involvement. Counting Opinions was chosen as the survey platform to host ALLStar, as it hosts major library surveys and has worked extensively with other organizations as a data entry platform. As the law librarian community continues to improve ALLStar, Counting Opinions has been responsive to the ALLStar content committee when problems are found, such as calculation errors, and it works swiftly to correct any issues.

One of the biggest challenges is that filling out ALLStar’s data points is laborious, particularly because there are no automatic imports from library systems, so all metrics must be manually entered from a variety of sources that may be unique to each library. Thankfully, the ALLStar Content Committee is currently working on a solution involving application programming interfaces that assist with automatic imports. In addition to the labor involved with filling out the survey, many libraries have not had time to create local workflows that they can rely on year after year to ease the pain of manual data entry for the questions, much less share their workflows and innovations with others to support a law library community of assessment. While the ALLStar Advisory Board answers questions as thoroughly as possible, it is difficult for the board to recommend efficient and accurate data retrieval methods because of all the different ways law libraries store data in their local systems.

Another challenge is trying to capture all of the data from across the various required reports because of the inconsistent reporting schemes being used by constituents. The ALLStar Advisory Board Comment Committee and ABA subgroup clarified many questions for the 2018-2019 survey to ensure they are consistent with ARL and ACRL. The ALLStar Official Survey makes every effort to streamline the major surveys, but the questions from U.S. News, ARL, ACRL, and the past ABA survey do not ask the same questions in the same way, making some questions impossible to align, and forcing the inclusion of multiple similar questions to ensure accurate data. Until all surveys are aligned, ALLStar has no choice but to include all of the various ways a question is asked, and
the advisory board continues to work with constituents to develop the most user-friendly ways to present the questions for both accurate and efficient reporting. A great success on this front is that based on a discussion spurred by ALLStAR reporting, a group of law librarians is currently working with U.S. News on recommended questions that should be required of law libraries for law school rankings purposes. This is a tremendous step forward for aligning data points required by U.S. News with those that will also be immediately useful to the law library community.

While writing this article, we submitted a question for feedback on the academic law library director listserv. A common thread in the responses was frustration with the completeness of data points in ALLStAR. Some libraries believe their peers and aspirant schools have not been filling out all of the data fields, rendering the survey information less helpful for benchmarking purposes. As a result, some libraries are questioning the value of the survey and have even stopped participating. ALLStAR’s value as a benchmarking tool depends on law library participation. The survey is only as good as the data it holds.

A few libraries are worried data may be used against them by law school and university administrators. Those in the assessment community know that numbers do not tell the whole story about a library’s activities or value. The amount of reference transactions does not articulate the difficulty or ease of patron questions, who is asking them, and the amount of time needed to answer them. The reference collection in ALLStAR, created by the ALLStAR Content Committee of law librarians, gathers additional data points to capture information on the time spent answering reference questions and in research consultations. Contextual storytelling is a necessary component of quantitative assessment in higher education, and ALLStAR helps provide the pieces necessary for this if a broad slice of academic law libraries provides accurate data.

Because of these challenges, more libraries are subscribing than filling out the data. For the 2017-2018 survey, there were 151 subscribers and only 110 filled out all or part of the survey. Nonetheless, ALLStAR collects and enters publicly available data for libraries and law schools where available. For example, the ARL law library data is mass-uploaded into ALLStAR each spring as it becomes available from the ARL Statistics website. Relevant ABA data, such as student and faculty size, certain curricular data, and LSAT ranges are mass-uploaded into ALLStAR as it becomes available on the ABA’s Required Disclosures site.

Additionally, for libraries filling out the Employee Questionnaire, there can be staff resistance to filling out the information when they do not see the benefits. Thus, it is important for libraries to share with their colleagues why they collect data and how they use it to benefit the library and law school.

The Future of ALLStAR
As ALLStAR continues to work with its constituents to create a quality survey instrument, it is important to remember the value of this type of resource for libraries’ internal decision-making purposes, including: relying on ALLStAR for data storage and quick retrieval of internal numbers when law school administration has a question; using ALLStAR for hiring decisions and position changes; utilizing ALLStAR for data retrieval in preparation for budget hearings and ABA site visits; and using ALLStAR to compare open library hours when deciding on operation and reference service changes.

So, will ALLStAR succeed at its goal of building a robust, quality survey instrument and platform? Given the continued budget and staffing challenges facing many law libraries, it’s in the community’s best interest if ALLStAR does succeed. Law libraries must forge ahead and continue building a community-supported platform that meets the needs of law librarians who increasingly rely on benchmarking data to make important decisions.

Arguably, the future of the profession relies on it.

To that end, in January 2020, Amanda Karel started as the next project manager. She will continue to oversee the development of ALLStAR and the ALLStAR Official Survey and keep seeking to build community involvement as we all work together to create this invaluable resource.
Have you ever spent hours preparing a great lunchtime instruction session only to have just two students show up? Or spent weeks trying and failing to get face time with the associates? Or worked overtime designing the perfect briefing for new clerks only to be met with glazed eyes and glances at the clock?

Whether it’s due to information overload or a packed schedule, it’s hard to catch people’s attention and keep it. How can you reach your patrons, and keep their interest long enough to share your message? One option: Lightning Lessons.

**What Is a Lightning Lesson?**

Picture this: You stroll into work carrying pink cardboard boxes full of donuts. The smell of sugar wafts around you, and heads perk up as you pass. You gather your name badge, your library tablecloth, a set of colorful...
GET IT RIGHT THE FIRST TIME

Forewarned is forearmed. Here are a few mistakes others have made that you can avoid:

- **Stand, if you are able.** This allows people walking by your table to talk to you face to face.
- **Make yourself visible.** Identify yourself using name tags, T-shirts, signage, tablecloths, whatever you have to attract attention and let people know you’re from the library.
- **Offer snacks.** The more colorful and pleasant smelling the better. If you can’t swing snacks, try brightly colored swag like highlighters or even just handouts. Catch attention with sight, smell, and the promise of taste to entice people to your table.
- **Keep it brief.** If you tell patrons something is going to take three minutes, make sure it actually does. You don’t want to be the reason they’re late for their next class or engagement.
- **Be flexible.** It’s okay to schedule a research consult, ask someone how their paper is going, or answer a quick on-the-spot question unrelated to your lesson plan.

half-sheet handouts, and your lesson plan. You head to the lobby where people tend to congregate at lunch and set up a table as close to the traffic as you dare. You smile as the first person walks near and offer an enthusiastic greeting: “Good morning! Grab a donut. While you do that, pull out your phone and I’ll show you how to access the Code of Federal Regulations (CFR). Did you know you can use it to learn more about how the chocolate on your donut is regulated?” Two more people drift up and 90 seconds later all three are walking away with smiles, donuts, and the ability to access the eCFR, as well as understanding why they might want to. Fifty folks later your handouts and snacks are gone and you wrap up, heading back to your office where you jot down your statistics: 1.5 hours, 53 teaching interactions, $30 for donuts.

Worth It? We Think So

Over the past couple of years Harvard Law Library’s Lightning Lessons program and Chapman University, Hugh & Hazel Darling Law Library’s Legal Bites program have tested and improved a series of weekly mini-research lessons. These lessons are brief legal research instruction interactions, scheduled and structured to maximize information sharing and relationship building between librarians and patrons. By moving from traditional hour-long voluntary research instruction sessions that are sequestered away in classrooms to brief interactions focused on discrete skills and resources that are situated in busy areas, we saw an increase of as much as 2,000 percent in voluntary research lesson interactions.

**Why Lightning Lessons Work**

Lightning Lessons work because they were developed with students’ existing habits in mind. Rather than asking people to change their behavior, Lightning Lessons complement students’ natural routines and make it easy to adopt a habit of learning. The lessons are easy for people to incorporate because:

1. **It’s a small ask.** We’re not asking them to travel out of their way, to come prepared with a question, or to give us more than a few moments of their time.
2. **The return is immediate.** Within moments of approaching the table students are actively working to solve a problem using a specifically tailored resource or skill.
3. **The librarians are approachable.** By offering warm greetings and ready smiles we appear approachable and quickly become familiar, even to students who never make it into the library.

Getting these programs to work, and to work well, has taken years of experimentation and revision. For example, Chapman started with 10-minute lunchtime sessions in a classroom with three regulars. A move to the lobby and cutting lessons to three minutes saw an increase to 23, and a switch to two librarians instead of one doubled that number to 48 weekly regulars. Flexibility is integral to this kind of program and helps make it a viable tool for different institutions.
How to Implement Lightning Lessons at Your Institution

You can do this program with no budget, so for those of you surviving on a shoestring, please keep reading. This format doesn’t just work because it’s easy for the students, it works because it’s easy for you to execute on a regular basis with a minimum of effort. All you need is a willingness to put yourself out there. Literally, physically put yourself out there where your patrons will see you. What you need:

1. **At least one librarian.** Two is better. It’s helpful to have backup as students often arrive in waves. Also, students appear to feel more comfortable approaching a team of two librarians. (Perhaps a duo reduces the odds of social awkwardness?)

2. **A table in a highly trafficked area** where people can stop to talk, but that is also quiet enough to allow conversation.

3. **A lesson plan.** Using the worksheet in the online folder (bit.ly/AALL2019H3), apply the principles of backward design to craft an interactive lesson of three minutes or less, focusing on a single skill or resource. (Pro tip: practice with a colleague before going live to work out the kinks in wording, examples, or technology.)

4. **An assessment tool.** Track the metrics important to your institution to help improve your program over time and demonstrate its value to your stakeholders. See the tally sheet examples in the online folder at bit.ly/AALL2018H3.

Start with a pitch to your supervisor. Explain that the only necessary investment is time. (Though a small budget for treats will increase your contact rate.) Ask to pilot the program for at least long enough to build some recognition. For additional support, share examples of successful programs at other institutions. Feel free to contact us for stories! Keep in mind that it is okay to make changes if something isn’t working or could be improved.

Research where the most people are moving through a single space and when they have time to stop. Gather input from colleagues—oftentimes, circulation has a good sense of the ebb and flow of traffic, so don’t be afraid to ask your friends in access services. Be flexible; the best option could be at lunch outside the lounge or near the conference room where the morning meeting happens. Look at the physical space. What size table will fit? Are there electrical outlets?

Use the checklist in the online folder (bit.ly/AALL2018H3) to collect all your materials (from name tags to napkins) and plan your lesson (using timely, interesting examples). It may feel silly but role-playing the interaction with a colleague in advance will help cool your nerves and reveal any holes in your demo.

This teaching style is, at its core, an exercise in finding your inner extrovert. Your enthusiasm is the key ingredient to success: say hello to everyone as they pass, give warm greetings, and jump into the lesson without apology. If you are excited about your topic, your patrons will be too.

**Your Turn**

The end goal is twofold—building relationships and building skills. Take this concept and tweak it to suit your needs. Only have the time and resources to do it once a semester? Go ahead, do it, and commit to it being memorable. Learning can happen anywhere, in any amount of time. Let these Lightning Lessons be the springboard to help your patrons form a habit of improving their skills and seeing you as a source of expertise.

Getting these programs to work, and to work well, has taken years of experimentation and revision. For example, Chapman started with 10-minute lunchtime sessions in a classroom with three regulars. A move to the lobby and cutting lessons to three minutes saw an increase to 23, and a switch to two librarians instead of one doubled that number to 48 weekly regulars.

Once you’ve implemented your Lightning Lesson, share it! Email us your success (and tries!) and we’ll continue to update our worksheets.

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Throughout his career, Steven P. Anderson, past president of the American Association of Law Libraries (AALL), has had to overcome many obstacles. After being diagnosed with Parkinson’s disease in 2007, things such as walking straight across a room have become difficult and challenging. But through it all, Anderson persists and continues to work, serving legal professionals and helping unrepresented litigants understand and gain access to the legal system. “I was in love with law librarianship from the first day,” notes Anderson. It is that love that helps him continue to keep pushing through no matter what.
“I was not interested in a career in law librarianship until I became essentially a law librarian,” notes Anderson. He had been working in libraries for a number of years and eventually moved on to shelving books at his college library. After college he worked for the U.S. Forest Service Library at the University of California Berkeley for two years. After receiving his JD from the University of Maryland in 1995, he began looking for potential jobs. “I had been in environmental law when I found a job that seemed tailor-made for me at the Baltimore County Circuit Court Law Library,” recalls Anderson. “The job required a JD—or rather, a JD with significant library experience—or an MLS. I interviewed and got the job, and after that there was no looking back.” After a few months, his boss at the time, Betsy Sanderson, encouraged him to get his Master’s, so he attended the University of Arizona and completed his MLS in August of 1998.

Anderson began his career as a law librarian by serving as director of research services at Gordon Feinblatt Rothman Hoffberger & Hollander LLC, from 1998-2005. After that, he transitioned over to the government side of law librarianship, becoming director of the Maryland State Law Library (now the Maryland Thurgood Marshall State Law Library), a position he has held for 15 years.

A member of the American Association of Law Libraries (AALL) since 1996, Anderson has been active in the Government Relations Special Interest Section (SIS) and the Legal History & Rare Books SIS and is a member of the Law Librarian Association of Maryland. He currently serves as a member of the Committee on Relations with Information Vendors, and he served on the Executive Board as president from 2013-2014.

Here, he talks about his struggles working with Parkinson’s disease, and why access to justice is so important.

Tell us about your professional journey—from assistant/associate librarian to director.

I was an associate librarian in Baltimore County. And that was pretty good because although we did some filing, it wasn’t the biggest thing we did. We did a lot of reference and reference projects and things like that. I then moved on to Gordon Feinblatt Rothman Hoffberger & Hollander, LLC, where I was the director of the library. It was a small library and there were three of us, but it was a lot more project oriented. I look back on those days very fondly. Then in 2005, when the state law library position became available, I applied and got the job, and I’ve been very happy here ever since.

What’s the biggest challenge you face in your current position?

It is probably no surprise, but dealing with Parkinson’s disease and working is a challenge in just about every way. Modulating my voice when talking to people is one of them. Another is walking straight across my office without leaning one way or the other, or taking a misstep and having to almost run because, when you have Parkinson’s, you tend to keep doing what your brain has told you to keep doing, which is either to not do something or to do something. In my case, the part of the brain that tells me to do things is switched on, so for example, if I start running my brain tells me to keep running, and I can’t stop.

You won the AALL Mersky Spirit of Law Librarianship Award for Public Service for your work with Parkinson’s Disease in 2017. Can you speak about your work and how being diagnosed with the disease led you to this commitment to public service?

The words public service really exemplify what the profession of librarianship is all about. We are a public service institution whether we like it or not. That means you should be a public servant in just about every aspect of your life. I still get calls to be on trials and stuff like that. I can’t
During your AALL presidency, access to justice (A2J) was a major focus for you and you remain active on A2J issues. Why is access to justice such an important priority for you and for the profession?

I think it’s because the law is so far away from so many people. If you want to find out more about the coronavirus, all you need to do is type in “coronavirus” and you’ve got an answer, whether it’s from Google or a database online at your local public library. You type in “adult guardianship” in the same platforms—Google and the databases used at the public library—and you should be getting 50 different results from 50 different states. But you’re not. And that’s very frustrating for many people. We have an obligation to make legal research easier for everyone. It’s that public service thing again.

You want to make sure that you’re serving the public and all its needs. When it comes to access to justice issues, it’s impossible for most people to get the information they need without some kind of extra help. I think we’re the best people in the courthouse to provide that, because you might have self-help attorneys who are partners in libraries, but they don’t necessarily do all that we do in terms of keeping the right books on the shelves or subscribing to the right databases or conducting the right searches.

Your law library was renamed in fall 2019 as the Thurgood Marshall State Law Library, in honor of civil rights icon Thurgood Marshall. How did the name change come about?

It came about because of the Senator here in Annapolis, Maryland, Douglas, J.J. Peters. He paid a visit to our courthouse sometime in the fall of 2018. He looked around and considered the shape that the building was in and decided that he was going to change the name of the library from the Maryland State Law Library to Thurgood Marshall State Law Library. There was some back and forth on that because we needed to keep the state name in there to ensure our law library wouldn’t be confused with the University of Maryland Thurgood Marshall Law Library, which is about 30 miles up the road in Baltimore City. Once that issue was worked out, we were all in.

The name change ceremony reinvigorated the staff and patrons in the area. Name changes, when done correctly, are a good thing and can bring about positive attention to the work and offerings that the law library provides.

Back in 2015, as AALL’s Immediate Past President, you testified in support of HB 162, the Maryland Uniform Electronic Legal Material Act (UELMA). What was that experience like? Why is UELMA important for states to enact?

A funny thing happened that day. Right before I was scheduled to attend, my back got very sore. I had some kind of herniated disc in my back. Just reaching out to take a piece of paper that someone was handing to me put me in tremendous pain. But participating in the legislative process was fun. It was handled very professionally. The senators were very receptive and very professional. So that gave us hope that access—at least to Maryland State government—is very easy, and that it will continue to be that easy. It was a good time.

UELMA is pretty critical to building a 50-state reservoir of legal information, because without that, we’re kind of flying blind and
hoping that people are using the right material. If it’s material that’s already in a UELMA state, you can basically be assured that the material is good and usable.

What’s the value of attending the AALL Annual Meeting?
I think it’s invaluable. You get to meet so many new people and see so many older faces that you know. I have come to have deep relationships with my fellow law librarians whom I have met at the AALL Annual Meeting.

What career advice do you give to new law librarians?
If law librarianship isn’t something you love from the get-go, think about getting out. I don’t really know how to phrase it better than that. But you can tell if it’s for you from the second you’re behind the reference desk or the second you’re behind your organization’s website or in front of the catalog. You’ll know if this career is right for you, and you can continue on and make AALL and the local chapter part of your everyday life.

What do you wish everyone knew about law librarians?
I wish everybody knew what we contribute to the legal information world. Just because so many things are online doesn’t mean it’s all online. And it doesn’t mean that it’s easy to find. My library was open yesterday with a skeletal staff and we already had two “thwunk” emails. A thwunk email is like when you appear with a stack full of papers that show you’re doing a great job and you go thwunk on the boss’s desk with them, saying “look at all this stuff that I’ve done right.” Two different people yesterday commented how grateful they were because right now there is no other place to get any information. We’re one of the very few libraries that is still open.

What do you enjoy most about your job?
The fact that it’s always changing. I like being able to work on a research project, then make a human resources decision, and then answer a catalog question, or something like that. I like the diversity of the work.

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提问：对于新加入团队或行业的成员，参加AALL年会的价值是什么，以及它如何影响你的职业生涯？

AMANDA RUNYON
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我相信图书馆领导者有责任确保员工有成长和发展的机会，平衡当前的职责与职业目标。这就是为什么我招聘和新上任的图书管理员，参加AALL年会被列为第一年的一个目标。AALL年会是法律图书馆员职业发展的重要组成部分，结合了可以改进我们日常工作和与全国各地同行建立关系的机会。
Indeed, I believe the most valuable part of the AALL Annual Meeting is the chance it provides to develop relationships with others in the profession. These relationships are so important precisely because we work in specialized libraries. Our staffs are small relative to other types of libraries, and our circumstances can be unique. While academic law libraries generally share a common mission—to support our law school’s mission and goals, primarily by supporting our faculty’s research and our students’ education—how each library executes this mission can vary greatly.

We have a lot to learn from each other. Building outside relationships means that you’ll have an informal network of librarians whose expertise you can tap to problem-solve, brainstorm new ideas, or get advice as you make decisions about your career. Maybe you can find a co-author for that article you want to write, or an informal mentor. Perhaps most importantly, you’ll develop an additional group of intellectual peers whom you can consult and learn from in an environment that both challenges and supports you.

My career has been impacted greatly by attending the AALL Annual Meeting each year since joining the profession in 2008. The success stories I learned about from other libraries and the relationships I developed across the profession gave me a wealth of knowledge and a broader perspective that was key when I interviewed for director positions last year. When interviewing for a new position, at any level, you need to think broadly about what constitutes a great library. It’s so helpful to be able to draw on a deep pool of great ideas and successes that you can adapt to the specific strengths and needs of the institution with which you’re interviewing. I’ve also found an amazing peer support network to help me think through critical issues—which has been instrumental in my career, especially during my first year as a director.

I attended my first AALL Annual Meeting in the summer of 2006, while still finishing up my library degree through Drexel’s online program, and I have been very privileged in my career to have been able to attend the AALL Annual Meeting every year since. I look forward to the meeting each summer, knowing how much it has helped shape my career in wonderful and unexpected ways. I would advise that the AALL Annual Meeting can assist all our AALL members, no matter what phase of their law librarianship careers they are in.

Too many reasons come to mind for why the AALL Annual Meeting is valuable, but I do want to highlight a few that are at the top of my list. First, professional development. There are many opportunities to attend sessions, view posters, and have discussions that will help you learn new things and grow as a professional. I believe that if we do not continue to learn, grow, and expand the profession, we will become stagnant and stop progressing. Life is not stagnant, so why should our approach to our profession be any different? At every AALL Annual Meeting, I make it a point to attend a program whose topic I know nothing about so I can expand my professional toolkit.

Next, whether you want to call it networking, discussions, or simply “the people,” so much is gained from yearly engagement with your colleagues and friends. As an example, I am currently co-writing an article with another director because of an idea sparked from a discussion after a Private Law Librarians & Information Professionals Special Interest Section (SIS) Summit. I always return from AALL with pages filled with ideas and photos of cool slides, tools, posters, and smiling friends.

Also, technology, technology, and technology! We talk about it, we play with demos of it, and we find out what’s coming down the line.

Finally, the AALL Annual Meeting allows you to give back to AALL in both big and small ways. You can volunteer for everything, from being a mentor to working registration, from providing financial contributions for scholarships, SISs, and chapter projects to taking tickets at events, and even raising your hand to run for office. The AALL Annual Meeting always has so much to offer all its members, and I’m looking forward to seeing new faces this summer during the Association’s first virtual conference.
The American Association of Law Libraries (AALL) Awards Committee is pleased to announce the recipients of the 2020 Marian Gould Gallagher Distinguished Service Award: Dr. Yvonne J. Chandler, Jolande E. Goldberg, Melody Lembke, and Michelle M. Wu. Established to recognize outstanding, extended, and sustained service to law librarianship, to the Association, or for contributions to the professional literature, this award is the Association’s highest honor.

Members of the Awards Committee are chair Catherine Lemann, vice chair Kristina J. Alayan, Sarah Andeen, Kevin Carey, James E. Duggan, Jootaek Lee, and Alison Rosenberg. Please join the Awards Committee and the Association in congratulating the winners.

BY CATHERINE LEMANN
Dr. Yvonne J. Chandler is an associate professor and director of the Law Librarianship and Legal Informatics Program in the Department of Information Science at the University of North Texas (UNT), where she has taught for over 25 years. A graduate of Clark Atlanta University, she earned her MLIS from the Atlanta University School of Library and Information Studies and her PhD in Information from the University of Michigan. Her 1994 dissertation, “Professional Preparation Competencies for Law Librarianship—A Survey of Experts in Law Librarianship and Private Law Librarians,” shows an early interest in law librarianship education.

She has served many professional associations. She was President of the Southwestern Association of Law Libraries, an AALL Representative to the Association for Library and Information Science, Texas Library Association President, and a member of the American Library Association (ALA) Presidential Task Force on Library Education.

Nominators suggest that Dr. Chandler’s primary contribution to law librarianship is her role as professor and mentor of students of color, students from economically disadvantaged backgrounds, and first-generation college attendees. One nominator wrote, “When I showed up at her office door … I knew I wanted to be a law librarian, but I had no idea how to really accomplish that goal … Yvonne invested an unimaginable amount of time and energy into supporting my career goals, from guiding my course selections … all the way to encouraging me to apply for my current position… Meeting Yvonne was a transformative moment in my life.”

Her passion and enthusiasm about the profession is unparalleled as she inspires students to provide outstanding service and to mentor others. She is always available to help students and graduates who text her whenever they need counsel.

Dr. Chandler has received numerous educational training grants awarded by the Institute of Museums and Library Services (IMLS). Through her efforts, more than 300 UNT master’s degree students have received scholarships and other support from the Laura Bush 21st Century Librarian Program funded by IMLS, with more than $3.5 million received through partnerships with state, public, and academic libraries. All of her grants include funding for a minimum of 30 percent of recipients from diverse backgrounds or students of color.

AALL’s 2019 Annual Meeting in Washington, DC included a Lobby Day. A team of Texans went to talk to their legislators on hot-topic legal information issues. One of the nominators recalled, “When Senator John Cornyn’s staff continued to counter her discussion point on Net Neutrality, Dr. Chandler always stayed one step ahead of them … [making] those staffers work hard to justify their positions and [she] did not back down when expressing hers.”

Dr. Chandler received the 2019 Joseph L. Andrews Legal Literature Award for co-authoring Celebrating Diversity: A Legacy of Minority Leadership in the American Association of Law Libraries. She was the recipient of the DEMCO/ALA Black Caucus Award for Excellence in Librarianship from the Black Caucus of the American Library Association as well as the UNT President’s Council Outstanding Teaching Award.

We are honored to recognize Dr. Chandler as a 2020 recipient of the Marian Gould Gallagher Award.

Jolande E. Goldberg first began her work at the Library of Congress in 1967. She will be retiring in January 2021 as senior policy specialist for law classification, policy, and standards.

In a 2019 interview with In Custodia Legis: Law Librarians of Congress, she described her professional history. In 1967, she began her 50-year career at the Library of Congress as a cataloger (Shared Cataloging Division/Dutch-Scandinavian Section) with special assignments for law and Latin language materials. Werner Ellinger, the first law classification specialist and pioneer of the schedule Class KF Law of the U.S. (1967), engineered her transfer to the Subject Cataloging Division, followed by a transfer to the “Class K Project.” From 1972 on, she developed the major part of the Library of Congress schedules for Class K-KZ (Law), as a knowledge organization system relating to all regions of the world, including ancient and religious systems of law, indigenous law, and the law of nations.

She has been described as a national treasure for her profound impact on the organization of legal classification.
Melody Lembke retired in 2019 after a 45-year career as a law librarian and AALL member. She worked at the Los Angeles County Law Library for 35 years, culminating with her role as director of collection management services. She then became the first associate director for technical services (later renamed director, collection services). Her professional service includes serving twice on the Executive Board of the Technical Services SIS. She is currently co-chair of the Indigenous Peoples Law Interest Group of the Foreign, Comparative, and International Law Special Interest Section (SIS). Lembke received the Renee D. Chapman Memorial Award for Outstanding Contributions to Technical Service Law Librarianship, the Marta Lange/Congressional Quarterly Award from the American Library Association, the Joseph L. Andrews Bibliographic Award, the Distinguished Lectureship Award, and she was inducted into the AALL Hall of Fame in 2019.

Goldberg worked with Hawaiian Law Scholars to learn about the nuances surrounding native Hawaiian culture, government, and history. The project resulted in the representation of the Hawaiian Kingdom as a unique example of an indigenous parliamentary monarchy with strong democratic undercurrents. She was committed to ensuring that the classification accurately reflected the terminology and outlook of the indigenous people themselves. Her contribution was described as “not only an achievement for the purposes of law librarianship, but also for civil rights.”

Her professional service includes serving twice on the Executive Board of the Technical Services SIS. She is currently co-chair of the Indigenous Peoples Law Interest Group of the Foreign, Comparative, and International Law Special Interest Section (SIS). Goldberg received the Renee D. Chapman Memorial Award for Outstanding Contributions to Technical Service Law Librarianship, the Marta Lange/Congressional Quarterly Award from the American Library Association, the Joseph L. Andrews Bibliographic Award, the Distinguished Lectureship Award, and she was inducted into the AALL Hall of Fame in 2019.

Lembke was an advocate for rational law cataloging rules and practices. A nominator said, “She has often
Michelle M. Wu, associate dean and professor of law at Georgetown University Law Center, will be retiring in 2020 after 10 years of service. Georgetown Law Dean William Treanor highlighted some of Wu’s many accomplishments when he wrote to the Georgetown community about her retirement. Highlights included the expansion of library services, creation of a Digital Initiatives department, development of collaborative relationships with other libraries to further preservation and access to materials, and championing open-access and controlled digital lending (CDL) to increase access to justice and better inform the legal community.

Several of the letters supporting her Gallagher nomination mentioned Wu’s longtime focus on using copyright law to better meet public interest through increased digitization of materials. She co-authored a “Position Statement on Controlled Digital Lending,” which describes the legal rationale for a new type of digital lending. CDL allows libraries to digitize materials in their collection and make them available for electronic lending so long as the print copy is removed from circulation.

CDL is a vitally important initiative to increase access to information and access to justice. Wu’s role in developing and furthering this work has permanently reframed conversations about fair use and the instrumental roles libraries can play in providing access to information. The importance of this work has only been elevated due to the ongoing COVID-19 crisis, which has necessarily restricted access to physical library materials.

Nominators were impressed by Wu’s willingness to take on challenges. “The most lasting of Michelle’s impacts on the profession is the sense of bravery that she instills in almost everyone who has had the chance to work with her…. Michelle has an uncanny ability to inspire others to take on big challenges and take big risks.” Wu was cited for being fair and keeping the greater good in front of her, even when it means making difficult choices and having challenging conversations.

She received her BA from the University of California at San Diego, her JD from California Western School of Law, and her Master of Librarianship from the University of Washington. Wu’s 25 years as a librarian includes work at Hofstra School of Law, the University of Houston School of Law, and the George Washington University Law School Library.

She has held leadership positions in several professional organizations, including AALL, which she joined in 1994. She has been Chair of the Academic Law Libraries SIS and served on the Fair Business Practices and Committee on Relations with Information Vendors (CRIV) committees. She also chaired the Association of American Law Schools’ Law Libraries and Legal Information Section. In addition, she has served on various American Bar Association committees, including the Section of Legal Education and Admissions to the Bar, Law Libraries Subcommittee, and the Advisory Commission to the Standing Committee on the Law Library of Congress.

Wu has written books, book chapters, articles, and has made numerous presentations on copyright, digital collections, and law librarianship. She has also taught Copyright Law and Copyright Licensing.

We are honored to recognize Michelle M. Wu as a 2020 recipient of the Marian Gould Gallagher Award.
AWARD SEASON
Achievements in Legal Literature

Business and Legal Aspects of Sports and Entertainment (BLASE) and Law Librarianship in the Age of AI receive the 2020 Joseph L. Andrews Legal Literature Award.

The AALL Awards Committee is pleased to present the 2020 Joseph L. Andrews Legal Literature Award to Ed Edmonds and Frank G. Houdek, co-editors of Business and Legal Aspects of Sports and Entertainment (BLASE), a database on HeinOnline, and to Ellyssa Kroski, editor of Law Librarianship in the Age of AI (ALA Editions). The award recognizes publications that have made a significant textural contribution in the area of legal literature.

By James E. Duggan

The new HeinOnline database Business and Legal Aspects of Sports and Entertainment (BLASE) was designed to assist researchers with this rapidly growing field of interest and includes more than a million pages of critical information. As praised in the nomination letter, “the content in the database has never been available before in a single digital platform and is a one-stop shop for business and legal aspects of sports and entertainment.”

Included in the database are cases, scholarly articles and periodicals, federal and state government documents (including legislative histories), House and Senate hearings, committee reports, Congressional Research Service (CRS) reports, selected full-text books, an extensive bibliography of other publications, and selected lists of court cases with brief annotations. Full text access is provided to publications of the National Sports Institute at Marquette University.

Co-Creator and Co-Editor Ed Edmonds is professor emeritus of law at Notre Dame Law School. He is the former law library director at William & Mary; Loyola New Orleans; St. Thomas (MN); and Notre Dame. He currently co-directs an Intercollegiate Athletics Externship at Notre Dame that places students in the Athletics Department Compliance Office.

Edmonds is a former chair of the Academic Law Libraries Special Interest Section (SIS), the Committee on Relations with Dealers and Vendors,
and Exhibits for the 1991 AALL Annual Meeting. He is also a past president of the Southeastern and New Orleans Chapters of AALL, and served as chair of the Association of American Law Schools Section on Law Libraries and twice as chair of the Section on Law and Sports. His scholarship focuses on labor and antitrust issues in baseball.

Co-Creator and Co-Editor Frank G. Houdek is emeritus professor of law at Southern Illinois University (SIU) School of Law. While at SIU he served in various positions, including associate dean for academic affairs, interim dean, and law library director. He has also held librarian positions at the University of Southern California Law Center; Lawler, Felix, and Hall, Los Angeles; and the Los Angeles County Law Library.

Houdek is a past president of AALL (1996-1997), and is the recipient of the AALL Marian Gould Gallagher Distinguished Service Award (2011), the Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship (2001), and was awarded four AALL Presidential Certificates of Appreciation. He was inducted into the AALL Hall of Fame in 2011. He served as editor of Law Library Journal from 1994-2007.

Edmonds and Houdek are co-authors of Baseball Meets the Law (McFarland 2017), and both are frequent speakers at the NINE Spring Training Conference in Tempe, Arizona, and the Cooperstown Symposium on Baseball and American Culture at the National Baseball Hall of Fame.

Law Librarianship in the Age of AI was nominated by three separate individuals, all of whom had nothing but praise for this groundbreaking book: “The book is deep, well edited, and mercifully (for writing about artificial intelligence [AI]) nonsense-free.” “[It] fills a gap in the AI legal tech literature by directing the discussion to the role and concerns of law librarians in this age of rapid technological change.” “[The book] abundantly demonstrates that information professionals must capitalize on the advantages that AI offers…” The book, published by ALA Editions in 2019, offers a survey of current operations and future developments in the artificial intelligence world and how law librarianship is (and will be) affected.


Also contributing chapters were Virginia A. Neisler (“AI Resources”), Tawyna K. Plumb (“Access to Justice in the Age of AI”), and Theresa Tarves (“AI in Legal Education”). There is also a special chapter on “Ethics in the Use of AI: A Lawyer’s Perspective” by Scott Bailey, Huu Nguyen, Saskia Mellhorn, Steven A. Lastres, Steve Delchin, and Janine Cerny. In addition, Jean P. O’Grady contributed an introduction.

One nominator recommended the book for its candor: “Law Librarianship in the Age of AI illustrates why libraries have a unique advantage. Who will take the time to use AI tools in the firm? Will it be senior partners? Junior associates trying to make their hours? Law professors trying to teach, publish, and grade? Information professionals in the library have the unique background and skills to master these tools.” The book, in the words of one reviewer, “is a critical addition to the literature, and it should be on every law library bookshelf in North America.”

Kroski is the director of information technology and marketing at the New York Law Institute. She is an editor and author of 60 books, including Law Librarianship in the Digital Age, for which she won the Joseph L. Andrews Legal Literature Award in 2014. Her 10-book technology series, The Tech Set, won the American Library Association’s Best Book in Library Literature Award in 2011. She is a librarian and an adjunct faculty member at both Drexel and San Jose State Universities. She won the 2017 Library Hi Tech Award from the ALA/LITA for her long-term contributions in the area of Library and Information Science technology and its application.

James E. Duggan, Director of the Law Library and Associate Professor of Law, Tulane University Law Library, New Orleans, LA [AALL Awards Committee Member]
The mission of the Thurgood Marshall State Law Library is to serve the needs of Maryland’s government and citizens. Steven P. Anderson has been the director of the library since 2005 and works to implement that mission.

Access to justice initiatives are one effort the library promotes. Anderson served on the Maryland Access to Justice Committee for six years.

Anderson has been active in AALL, the Law Library Association of Maryland (LLAM), and the Government Law Libraries Special Interest Section (SIS). His service to AALL includes a term as an Executive Board member and later serving as president. He has chaired the Scholarships Award Jury, Nominations Committee, Vendor Colloquium Planning Committee, Annual Meeting Program Committee, Consortium Review Task Force, and the Copyright Committee. He has been a member of many other AALL and GLL-SIS committees and served as president of LLAM.

Nominators remarked on his able leadership of the Planning Committee for the 2011 Vendor Summit. The event was a success due to Anderson’s commitment to finding common ground among librarians and publishers. The colloquium resulted in development of the Shared Principles for Law Librarians and Legal Information Vendors.

The Legal Information Preservation Alliance (LIPA) was founded in 2003 during a conference on Preserving Legal Information for the 21st Century, sponsored by AALL and Georgetown. The Maryland State Law Library joined LIPA in 2006. Anderson was recognized by a nominator as “a key member of the team that planned and implemented the two-year Chesapeake Project pilot project.” The project has served as a template for other state and regional digitization projects. It is now part of LIPA.

Anderson was involved in the passage of the Uniform Electronic Legal Material Act by the Maryland State Legislature in 2017. He has been published in AALL Spectrum and other publications and has been a frequent speaker at the AALL Annual Meeting, LLAM meetings, Maryland State Bar Association meetings, and more. He is a recipient of the Mersky Spirit of Law Librarianship Award and the Werner Award for Distinguished Service to Persons with Disabilities, from the GLL-SIS.

Many of the nominators spoke of Anderson’s commitment to the law library profession, along with his leadership, vision, and intellect. During his tenure as president, he “had open and frank discussions with the membership on where we stood as a professional organization, and where we needed to go to stay relevant in a changing industry.” A Board member who served with him said his comments on controversial issues were carefully considered, logical, and reasoned, while he stayed open to opinions and views of others. We are honored to induct Steven P. Anderson into the AALL Hall of Fame.

Introducing the 2020 Hall of Fame inductees: Steven P. Anderson, Mary Lu Linnane, Gail Warren, and Carol A. Watson.
MARY LU LINNANE

Mary Lu Linnane began her career as a professional librarian in 1974 as head of cataloging at Wisconsin State Law Library for six months before becoming head of cataloging at Lewis University Law Library (now part of Northern Illinois University) in 1975. She took the same position at DePaul’s Law Library in Chicago in 1979 and became head of technical services a year later. She advanced to become associate director until she retired in 2014. Linnane was a member of AALL for over 30 years. She served many roles within AALL. Her involvement began in 1984 when she became editor of the AALL Newsletter, the precursor to AALL Spectrum, serving until 1988. Linnane served on AALL’s Executive Board. She chaired the Publications Policy Committee, Council of Chapter Presidents, and the Awards Committee. Linnane was active in the Technical Services SIS, even serving as chair.

Linnane was very active in the Chicago Association of Law Libraries (CALL), her home chapter. She was elected twice as president of the chapter. In 1997, she chaired CALL’s 50th Anniversary Committee, working diligently to create a memorable celebration. She was also recognized twice with CALL’s Agnes and Harvey Reid Award for her outstanding service to the chapter. In 2013, Linnane’s exemplary contributions were recognized when she received CALL’s Outstanding Lifetime Achievement in Law Librarianship Award.

One nominator stated, “Mary Lu has been a thoughtful, hard-working, and dependable colleague and a friend and mentor to many law librarians in Chicago and around the country.” She has always been known among her colleagues for her organizational skills, excellent writing, and thoughtful approach to the work at hand.

At DePaul, she was known for her professionalism and for setting high performance standards for herself and her department. “Mary Lu was results-oriented and knew how to get the best out of people.”

Linnane was complimented by all nominators on her willingness to take on tasks and, perhaps more importantly, her ability to get the work done on time and done well. The numerous elected and appointed positions is impressive in its breadth and demonstration of her level of commitment. “It doesn’t begin to reflect the quality of the work that Mary Lu always brought to any assignment. She always did her homework, listened carefully to her colleagues, and made decisions for the good of the membership.”

We are honored to recognize Mary Lu Linnane for her many contributions to law librarianship and to AALL. We welcome her into AALL’s Hall of Fame.

GAIL WARREN

Gail Warren has been the Virginia State law librarian and a member of AALL since 1982. For almost 40 years, she has worked to elevate the stature of the state law library, our profession, and the cause of public access to justice throughout the tenures of four Chief Justices. Warren has also worked on numerous AALL committees, served on the AALL Executive Board as Treasurer and on the Virginia Association of Law Libraries (VALL) as president, and chaired the GLL-SIS.

Warren has served as chair or a member of 10 Special Committees that addressed critical initiatives for law librarianship. These include two Executive Director Search Committees, the Promoting Law Librarians to the Legal Community Special Committee, and the Member Recognition Special Committee. One nominator said, “She can be counted on to consistently fulfill her commitments and greatly exceed expectations.” Warren has also served as AALL’s representative to the National Center for State Courts and to LIPA.

GLL-SIS and government law librarians have benefited from her
coordination of the annual silent auction that benefits the SIS’s grants program. As government law librarians may not receive travel support from their employer, the auction is critically important in assisting members to attend AALL meetings or the Access to Justice conference. LIPA was founded in 2003 during a conference on Preserving Legal Information for the 21st Century, sponsored by AALL and Georgetown. The Virginia State Law Library signed on immediately, and Warren has been the library’s designated member ever since. While LIPA initially focused on digital information, Warren and fellow AALL member Steven P. Anderson (Maryland State Law Librarian), along with leadership and staff from Georgetown, began to focus on born digital information.

LIPA noted the Chesapeake Project began in 2006 and “demonstrated the ability of law librarians to capture, catalog, and preserve legal publications that are “born digital” and thus inherently ephemeral and at risk of loss. The three partner libraries have effectively preserved the digital legal publications of the Chesapeake region. Preservation of legal information, especially digital legal information is key to the future of law librarianship. Gail and Steve are at the cutting edge of this new mode of law librarianship.”

Many nominators wrote that Warren is respected by her peers and is approachable and collaborative. She is a mentor and role model. A nominator who served on the AALL Executive Board with her wrote, “Her contributions to Board discussions were reasoned and thoughtful. Not only did she bring a sense of gravitas to board deliberations, but she had a great sense of community and could get members to see other perspectives in spite of their differences.”

Warren represents the very best our profession has to offer. It is with great pleasure that we welcome Gail Warren into the AALL Hall of Fame.

CAROL A. WATSON

For over 30 years, Carol A. Watson has worked at the Alexander Campbell King Law Library at the University of Georgia. She began as an assistant public services librarian and has been the director since 2010. Over the same time period, Watson has been active in AALL, several SIS’s, chapters, and related organizations.

Watson’s AALL service includes chairing the Annual Meeting Program Committee, the Continuing Professional Education Committee, and the Grants Committee. She has also served as a member of numerous other committees over the years. Watson also served on committees of both the Computing Services SIS and the Academic Law Libraries SIS, and chaired the American Association of Law Schools Section on Law Libraries and Legal Information.

Watson has been very active in the Southeastern Chapter of the American Association of Law Libraries (SEAALL). She has served as president and chaired many committees, including Placement, Articles and Bylaws, Programs, and the Professional Development and Support Task Force.

Watson has been honored with various awards. She received AALL’s Volunteer Service Award and two AALL Presidential Certificates of Appreciation. She was awarded the Service to SEAALL Award for her contributions to the chapter. Watson, along with James M. Donovan and Caroline Osborne, received the Academic Libraries SIS Outstanding Article Award for “The Open Access Advantage for American Law Reviews,” published in 2015.

Watson has authored many articles in Law Library Journal, AALL Spectrum, and other publications. She has made numerous presentations at the AALL Annual Meeting, SEAALL, and has led AALL Webinars. Nominators suggested that her “scholarship on institutional repositories and open access is especially noteworthy.” She writes and presents on key skills of law librarians, including research instruction, legal technology, services to faculty and students, management, budgeting, and more.

Mentoring was mentioned by nominators as one of Watson’s strengths and major interests. She has participated in AALL’s Mentoring Program and as a Leadership Academy mentor. “She is continuously helping new law librarians with advice on their careers, management, outreach, research strategies, and teaching.” She has also recruited new lawyers to a career in law librarianship.

For her contributions to law librarianship and service to AALL, we are pleased to welcome Carol A. Watson into the AALL Hall of Fame.

Catherine Lemann, New Orleans, LA
[AALL Awards Committee Chair]
The term “robot lawyer” has been tossed around for years, but what about “robot librarians” or “robot knowledge managers”? In Singapore, several libraries already have a full-fledged robot named AuRoSS (Autonomous Robotic Shelf Scanning system) wandering the aisles doing shelf reading and collection maintenance. For most folks though, the idea of an actual robot, or “bot,” is a bit too futuristic. Nevertheless, across industries, the concept and implementation of automation continues to grow. This is where robotic process automation, or RPA, comes into play. Though physical robot librarians are probably not on the horizon yet, the potential uses for RPA and other task automation bots in the law library and legal knowledge management are endless.

Sophisticated consumers of legal services are already using task automations such as RPA in a variety of spaces. Payroll, time and attendance management, compliance reporting, and benefits administration are just a few of the ways many companies are using RPA to streamline human resources (HR) functions. For example, HR systems use RPA to simplify forms by copying the address fields from one form to dozens of others. Clients are also looking to simplify supply chain management by using RPA processes for tasks such as inventory management, demand and supply management, Bots are freeing up legal information professionals to engage in more highly skilled tasks.

BY CYNTHIA BROWN, MICHELLE HOOK DEWEY & JENNIFER MENDEZ

BOTS IN THE LAW LIBRARY
and invoice and contract management. In the finance and accounting space, RPA bots have regularly been implemented to facilitate payments, records, sales, and collections. Other forms of task automation, such as chatbots, are used to facilitate simple information-gathering undertakings.

Research support is perhaps the most natural next task automation candidate. Libraries and knowledge centers are rife with opportunities to explore the benefits of task automation. Beyond just research tasks, your library may find a variety of ways to employ bots for some of its day-to-day administrative actions, thus allowing your staff to engage in the highest-caliber, most valued work. As you begin to think about identifying and developing RPA and task automation opportunities in your library, you may find the guidance below to be helpful.

What Is Task Automation?
Before you get started, it is essential to understand what is being discussed when we say “task automation.” It may be a letdown to know no physical robots are involved. At its core, task automation is simply a method of implementing tasks and controlling their performance automatically with no or little human effort. Technology developers automate tasks by creating specialized software that can replace manual processes.

Task automation can come in many forms, including chatbots. Chatbots allow end users to interact with a conversation bot in order to provide quick reference interactions that have otherwise historically occurred via human chat or email. Bots can be trained to perform more sophisticated tasks using RPA, whereby they interact with software and systems just as a human would, thus allowing them to take over highly manual and repetitive processes.

What Are the Benefits of Task Automation?
Task automation has a wide variety of benefits, including lower costs, higher efficiency, and increased employee job satisfaction. A bot can improve speed and accuracy for basic tasks. Even when processes are well documented, human error and old habits can affect output. The bot, however, does it the same way every time. Bots also can provide the ability for your team to deliver some services 24/7, with no sick days or holidays. The tasks assigned to the bot are also scalable and not subject to staffing restrictions.

Most importantly, the type of simple, repeatable tasks that RPA excels at are the tasks most folks dislike. This is especially true for new entrants, who are more familiar with computational systems and generally have less tolerance for data entry. Overall, the general workforce displays a preference for complex and meaningful work and elimination of repetitive work processes. New information professionals can grow the depth and value of their work by working symbiotically with bots.

Research departments are frequently stretched thin. Even when libraries have the budget to hire new positions, the market of candidates is narrow, as evidenced by the American Association of Law Libraries (AALL) creating a taskforce to bolster recruitment into the profession. RPA, bots, and task automation will not replace librarians, but they can certainly help fill some gaps. Highly skilled information professionals will still need to perform tasks such as complex substantive research. While a bot cannot perform the complex analysis required to locate and organize the wide variety of information required to answer a research question, it can readily perform fetch and answer directional questions. This leaves information professionals with more time and mental bandwidth for engaging in more highly skilled tasks.

What Type of Tasks Are Ripe for Automation?
The creation process for automation requires upfront time and labor, so it’s important to identify high-volume, burdensome processes to automate. The cost-benefit analysis needs to weigh the amount of effort required to build and maintain the bot against the amount of work it can offload. A 2019 Gartner report estimated about 20 percent of workforce tasks can be automated. This means that automation is best suited for mature and stable processes that...
RPA, bots, and task automation will not replace librarians, but they can certainly help fill some gaps. Highly skilled information professionals will still need to perform tasks such as complex substantive research.

How Do I Find a Vendor for Task Automation?
Finding the right vendor is paramount to success in any task automation process. Whether you are looking for a chatbot platform or RPA software, you will want to rely on traditional vendor evaluation rubrics. Many aspects to explore in looking at automation vendors involve the same metrics you use for standard research vendor inquiries. The use of a standard process or form for comparing vendors is highly recommended because the market is full of vastly different offerings.

Not all tools are interchangeable, even when they hold themselves out as being available for the same or similar use. Evaluate vendors with a known project in mind to avoid surprises and disappointment. You want to find a vendor whose skills and services map directly to your project requirements. If you do not map out the requirements before vendor selection, your project will be subject to the limits of your vendor. A proof of concept engagement can be a good way to identify a fruitful relationship.

Successful automation projects require support for both successful onboarding and ongoing maintenance. Be sure to evaluate the maturity and sustainability of each vendor’s business at the outset. When dealing with tech vendors, there may be enhanced danger of the vendor not being sustainable. As part of your evaluation, look into the vendor history and record of success. Where possible, try to speak with former clients, get feedback from peers, and explore the written reviews or assessments of the product and service. Follow standard vendor vetting criteria and keep in mind such factors as price, scalability, cognitive roadmap, integration with existing technologies, and ease of implementation. What training is provided by or needed to work with the vendor? What is their road map for future developments?

The Next Frontier
Task automation is the next frontier for law libraries. Our information workforce can harness the power of technology to improve day-to-day operations. Let the robots do the “boring stuff” while information professionals engage in high-level, meaningful work.
A closer look at the Public Service Loan Forgiveness Program.

BY DAVID E. MATCHEN JR.

The promise of the Public Service Loan Forgiveness (PSLF) program was simple: work in public service, make 120 qualifying payments toward your federal student loans, and the Department of Education (ED) will forgive the remaining balance, tax-free. The program was designed to encourage well-trained professionals with substantial student loan debt to consider careers in less lucrative sectors (e.g., academic, public, and nonprofit). As the majority of American Association of Law Libraries (AALL) members identify as public or nonprofit employees and often bear both library and law school debt, this would seem to be an ideal recruitment opportunity.
tool. However, since program participants began submitting forgiveness applications in 2017, the rate of rejection by ED has been reported as high as 98.8 percent. In 2018, Congress felt compelled to enact Temporary Expanded Public Service Loan Forgiveness (TEPSLF) in an effort to provide relief to borrowers rejected under the regular program, but this program suffers from a similar rate of rejection. ED has found itself the target of several lawsuits, and the Government Accountability Office (GAO) has issued reports critical of the administration of both programs. The rejection rates, coupled with the uncertain future of the program, undermines the utility of PSLF as a recruiting tool at this time.

**Background**

According to the advocacy website Law School Transparency, tuitions at both private and public law schools have far outstripped inflation—e.g., for public law schools, average tuition was $2,006 in 1985 (in 1985 dollars); adjusting for inflation, this would have been $4,670 in 2018 dollars, but actual average tuition in 2018 was $27,160. (View the Law School Transparency data at bit.ly/JA20LST.) The Pew Research Center reports that wage growth over the same period has been stagnant from a purchasing power standpoint. (Learn more at bit.ly/JA20PEW.) This suggests a worsening affordability gap for law school education.

In response to ballooning educational debt, the College Cost Reduction and Access Act of 2007 set up PSLF. Beginning October 1, 2007, eligible borrowers could start making qualifying payments (defined below) toward loan forgiveness. In 2012, ED introduced Employment Certification Forms (ECFs) to verify borrowers were working for a qualifying employer. After the initial certification is completed, ED recommends borrowers file ECFs annually.

Applicants must meet four different requirements to qualify for PSLF:

1. **The Loan**
   The loan to be forgiven must be a Direct Loan, issued under the William D. Ford Federal Direct Loan program. It can either be originally issued as such or consolidated as a Direct Loan from other programs (e.g., Federal Family Education Loan, Perkins).

2. **The Plan**
   Most of your payments on the loan must be made under plans which fall under the umbrella of income-driven repayment (IDR): Revised Pay As You Earn (REPAYE); Pay As You Earn (PAYE); Income-Based Repayment (IBR); and Income-Contingent...
Repayment (ICR). A minority of payments can be under other plans so long as the monthly payment amount is greater than or equal to the amount that would be due under a Standard (10-year) Repayment Plan.

3. The Employer
“Qualifying employment,” under PSLF, is full-time employment for a government agency, 501(c)(3) nonprofit organization, or non-501(c)(3) nonprofit that provides certain specified services, including, among others, public library services and public interest law services. That last category, however, only applies to organizations which are funded by state, local, tribal, or federal government to some extent. For PSLF, you are generally considered full-time if you meet your employer’s definition of full-time work or work at least 30 hours per week, whichever is greater.

4. The Payments
The borrower must make 120 “qualifying payments.” These qualifying payments must be made for the full amount due, no more than 15 days after the due date, and while you are employed full-time for a qualifying employer and on a qualifying repayment plan. The payments do not have to be consecutive. Borrowers can only get credit for one payment per month, and overpayments are not credited toward future payments.

Loan forgiveness is not automatic after making the 120th on-time qualifying payment—the borrower must submit an application for forgiveness to the servicer, which both it and ED must approve.

The Problems
The first borrowers became eligible to apply for PSLF 10 years after its inception, in September 2017. One year later, the GAO issued a report (GAO-18-547), using ED data on application processing and rejection rates. (View the report at bit.ly/JA20GAO.) Of 17,890 borrowers whose applications had been processed by FedLoan (ED’s exclusive PSLF servicer), less than half (8,458) had both qualifying employment and loans. Of those, only 184 had logged 120 qualifying payments and were eligible for loan forgiveness. This represented a rejection rate of nearly 99 percent. GAO pinpointed a number of issues: insufficient ED instructions to the servicer on how to administer the program; insufficient guidance to the servicer and borrowers as to which employers qualified; and inconsistent information used to count qualifying payments.

In light of these developments, Congress passed two different appropriations bills in 2018 earmarking a total of $700 million in relief funding to borrowers rejected under PSLF if their only mistake was failing to select a qualifying income-based repayment plan. This was the genesis of the TEPSLF program, the administration of which was assigned to ED.

Shortly after the 2018 GAO report, ED began self-reporting PSLF data on a quarterly basis. In its June 2019 report, the rejection rate has remained largely unchanged (98.8%), primarily for insufficient qualifying payments (55% of rejections)—i.e., the application was premature. Since January 2020, ED has started issuing monthly reports, but, as of March, the PSLF rejection rate...
Many borrowers did not initially realize they qualified—or even that the program existed. For instance, I first heard of PSLF around 2011, three years after I started with my qualifying employer, but I was also under the misimpression that I couldn’t consolidate my old loans into the program. I wound up consolidating them in 2013.

Another colleague, a former academic and court librarian now employed for a public defender, informed me that she had beaten the odds and received forgiveness under TEPSLF, but not without difficulty. She had originally taken out Direct Loans and began repayment on them in 2007. She consolidated them on her lender’s advice in 2009, but this rendered her payments from 2007-2009 ineligible for forgiveness credit. She only learned about PSLF four years later. When she made what she thought was her 120th payment in January 2019, she filed an application for loan forgiveness that was then rejected for an insufficient number of payments, so she filed under TEPSLF. After six months of effort (including five separate applications, corresponding regularly with the servicer, and proving that an overlooked qualifying payment had been made), she received her loan forgiveness and discharge letter.

### The Future of PSLF

Admittedly, this paints a discouraging picture. The program’s future is uncertain—the current administration has expressed a desire to terminate PSLF entirely. So far, Congress seems more interested in fixing it than scrapping it, but Congresses change. Meanwhile, several presidential candidates have committed to keeping—and improving—the program (learn more at bit.ly/JA20program). At this early time, the high rejection rates appear to be largely due to confusion or inadequate information. In theory, as the requirements and responsibilities are better understood and become more routine, borrowers who apply for loan forgiveness will be approved at a greater rate. Recently, ED improved its outreach with FAQs and a PSLF Help Tool designed to help borrowers determine if they qualify. Any long-term improvement, however, will require better oversight and commitment to the ideals of the program. Until then, AALL members won’t be able to rely on PSLF as a meaningful recruitment tool. Meanwhile, borrowers are faced with two unpleasant choices: pay their student loans off as quickly as possible and risk missing out on tens of thousands of dollars in loan forgiveness, or participate in a program offering unprecedented incentives, but with flawed implementation, and an uncertain future.

In light of the potential benefits, I believe PSLF is a program worth rallying around, and I urge AALL to do its utmost in Washington to advocate for improvements and better oversight of it. As a profession so deeply concerned with the values of public service, we owe it to not only our membership, but also to others similarly situated, to ensure that PSLF survives to fulfill its promise.
INDEX TO FOREIGN LEGAL PERIODICALS

Index to Foreign Legal Periodicals (IFLP) is a publication of the American Association of Law Libraries (AALL), compiled and edited by the IFLP staff at Berkeley Law Library at the University of California.

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Artificial intelligence (AI) has become a buzzword in recent years; however, business information services provider Thomson Reuters has actually been incorporating the technology—along with machine-learning capabilities—into its products for more than two decades.

In 1993, the company integrated machine learning into its WIN (Westlaw Is Natural) search engine and also formed an internal research and development team that began to integrate natural language processing into products and content publishing systems.

In 2016, the company launched the Thomson Reuters Center for AI and Cognitive Computing—which team members refer to as C3—in Toronto to complement its research and development (R&D) team’s work. In 2018, the C3 and R&D teams were merged to form the Center for Cognitive Computing—a group of scientists, engineers, and designers who focus on developing smart applications that utilize machine learning, information retrieval, natural language processing, and analytics.

AALL Spectrum recently spoke with Khalid Al-Kofahi, head of research at Thomson Reuters, about the center’s work and how it’s helping legal industry members take advantage of AI and other emerging technologies.

How would you describe the Center for Cognitive Computing’s mission?

Our long-term vision is to simplify how knowledge work gets done. We translate it into three main activities. First, we work with business and technology colleagues to deliver AI-enabled products and services to our customers. Second, we conduct research projects that focus on exploring new technologies and adapting them to our data and problem space. The outcome of these projects includes scientific papers and patents,
as well as prototypes. These projects are also meant to develop the company’s technological skills and capabilities in anticipation of future business needs.

Third, we also do exploration and innovation projects to explore what an AI-enabled experience for a particular task may look like. We then use that to influence our research directions.

How are new products and technologies tested?

Our AI is designed by scientists, engineers, and subject-matter experts—attorneys, accountants, and journalists. For example, in the legal space, you need attorneys who understand the nuances of the law, the data, and the legal language—not only to train and validate a solution, but also to help scientists capture these nuances and incorporate them into the machine-learning models.

We recognize that our customers rely on us for their critical work, and as such, we take testing very seriously. We need to make sure the algorithms work for a wide range of use cases. We also work with design partners—law firms who also help us validate the quality and the product experience.

Testing, validation, and fine-tuning takes about 50 percent of our product development time. We try to do microtests for the various use cases—for example, in Westlaw Edge, our AI-enabled legal research platform, we tested and trained the search algorithm using 300,000 question/answer pairs. If you think about the magnitude of that—each pair is a small research task our team of attorneys has to do manually—that’s the level of testing we bring to the table.

Have law librarians contributed to the product development process?

Some have been part of the development programs, for sure, because especially around products for legal research, they are the experts. Some attorneys within the design teams used to be librarians at law firms. In that sense, they are involved in the hands-on work with some of these projects with my team. But in addition to that, our design partner firms sometimes include librarians in these projects as well.

What products has the Center for Cognitive Computing helped create?

For the legal space, the most recent product we worked on was Westlaw Edge. We developed the AI that powers the Westlaw Answers, Quick Check intelligent document analysis, Overruling Risk, and Litigation Analytics features. Prior to that, we developed the AI powering West Search. Outside of Westlaw, we worked on products such as West km, Drafting Assistant, and CLEAR, to name just a few.

Have industry members become more familiar with what AI can offer?

I believe so. Our customers, at least the people I talk to, have a pretty good sense of what AI can and can’t do and what it’s good for—especially given that they’re now using AI at home, in their cars, on their phones, etc. The consumer space is full of simple-to-use applications and devices powered by advanced and complex AI. Our customers are demanding equally advanced technology and intuitive experiences on the professional side of the divide. But they also understand a web search for a pair of jeans is not the same as legal research.

Having said this, some of our customers remain concerned about AI in legal applications. For example, one question I often hear in the context of Westlaw is: “How do I know I am getting the right information?” This is a valid question, and this is why we spend significant amounts of time explaining
how the AI works. Not at the level of individual results, but at the solution architecture level and how the various modules and data interact to produce results. But at the end of the day, professionals need to use it, see how it performs, and then they can start to trust it.

The second concern I hear, from law librarians in particular, is that by providing law students with powerful tools, they may not be strong legal researchers when they graduate. I don’t agree with that. Legal research is not just about finding things; it’s about coming up with different legal hypotheses to apply to a set of facts and producing the desired outcome. It is about finding support for these hypotheses and outcomes in legal authorities, either directly or by analogy. That is not an exercise in finding things; it is much more complex.

Law librarians are expert legal researchers, and some may prefer really complex Boolean queries over natural language queries. But the majority of our customers prefer natural language. They find it more intuitive, and some of our customers prefer natural language. They find it more intuitive, and Westlaw has been shown to be very effective at helping our customers find what they are looking for.

Overall, what type of impact has AI had on legal work?
I honestly think AI has already transformed the legal industry; it simplified how legal tasks are done. Imagine doing legal research without a search engine or a modern citator. Imagine doing document review without discovery tools. Each of these tasks can be done manually—but will be so much more difficult, with determining overruling risk indicators being prohibitively expensive. That is how AI has helped on the efficiency side.

In addition to that, AI has been shown to help attorneys produce a higher-quality work product. Our research has shown, on average, conducting legal research using Westlaw Edge’s algorithms is not only faster than research performed using other methods, but it is also more accurate. The Overruling Risk citator feature—which warns users when a point of law has been implicitly undermined based on its reliance on an overruled or otherwise invalid prior decision—is another example of an AI capability that is meant to introduce efficiency and help attorneys produce higher-quality work.

We launched Westlaw Edge in 2018 and then introduced additional capabilities in 2019. The first launch of Westlaw was very focused on legal research; Edge introduced a better search engine that also tries to answer certain types of legal questions—those with short, concrete answers.

Then we added Quick Check, which attorneys use to double-check a brief they just wrote to make sure they did not miss any key authorities they should have cited, or at least should be aware of. Attorneys also use Quick Check to see which authorities the opposing party did not cite in their brief or motion, some of which might be directly applicable but reach a different conclusion.

Litigation Analytics is another example of how AI is changing how the law is practiced. By analyzing docket data—who is suing whom, for what, in front of which judge, what motions they filed, how long it took for the judge to rule on them, and so on—and then deriving a number of analytics, we help attorneys define their legal strategies based on data and analytics, not just intuition or their own experience. Litigation Analytics is also important to help attorneys manage clients’ expectations, especially around time to rule and when responding to the opposing party’s strategies.

Are there other challenges you feel AI could alleviate?
I tend to think about the opportunities that could be captured by AI along two dimensions: the practice of law and the business of law.

Most of our AI work in the last 25 years or so has focused on the practice of law—to develop algorithms that help attorneys find what they are looking for faster, to analyze and derive insights from data, and to generate better work products in less time. We will continue to see significant opportunities along these lines.

Going forward, however, I see significant opportunities for AI to introduce simplicity and efficiencies in matter intake and evaluation; in online dispute resolution, including helping with self-representation; and improving access to justice.

On the transactional side, we are seeing significant innovations from a number of players in this space, especially for contract review and contract lifecycle management. Having said this, I think we are just starting to go under the surface there, and I expect to see a number of new innovations in the next three-plus years.

One area that remains an elusive target is knowledge management. I’m not sure why, to be honest; maybe because firms have different workflows for getting work done and effective knowledge management solutions need to be able to integrate with these workflows, as well as enable collaboration around matters.

At the end of the day, players in the legal industry have a simple challenge: to determine how to continue to provide bespoke solutions under significant time and price pressures and differentiate themselves from their competitors—not an easy challenge to address. But one thing is for sure: AI has been—and will continue to be—part of the answer.

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**THOMSON REUTERS CENTER FOR COGNITIVE COMPUTING FAST FACTS**

- **Year founded:** 2018
- **Headquarters:** Toronto, Canada
- **Number of employees:** About 35 in Toronto, 25 in Eagan, Minnesota, and a few working remotely.
- **Team members consist of:** Scientists with a PhD in subject areas such as computer science and machine learning; engineers; and user experience and design professionals.
Shareholders and lenders care about business continuity changes to form investment decisions. Business continuity is so important that the Securities and Exchange Commission (SEC) proposed a new rule that would require registered investment advisers to create and maintain transition plans. At this time, the rule has not been codified. However, you can track it using the following Renewable Identification Number (RIN) code: RIN 3235-AL62.

You can also find business continuity policy changes in many documents, including forms 6-K, 8-K, 10-Q, and 10-K. To discover how public companies have addressed business continuity in SEC.gov, use “business continuity” as the search term in the Full-Text window, as shown in the screenshot on page 59.

Obviously, the coronavirus pandemic has forced business continuity changes within many companies. Your firm will likely be involved in writing these plans or seeking new business from your CI background reports. Many such continuity policy statements by other companies can be included in your report. Since many of the statements are very detailed and long, here are three abbreviated examples from Piper Sandler Companies, SilverCrest Metals, and AutoNation.
Business Continuity Background

Question: What have public companies recently reported to the SEC regarding business continuity changes?

Piper Sandler Companies
DEF 14A filed 4/3/2020

We intend to hold our annual meeting in person. However, we are actively monitoring the situation relating to COVID-19, the illness caused by the novel coronavirus. We are sensitive to the public health and travel concerns our shareholders may have and the protocols that federal, state, and local governments may impose. In the event it is not possible or advisable to hold our annual meeting in person, we may have to reconsider the date, time, location and/or means of convening the annual meeting, including the possibility of holding the annual meeting solely by means of remote communication. Please monitor our annual meeting website at pipersandler.com/proxymaterials for updated information. If you are planning to attend our meeting, please check the website one week prior to the meeting date. As always, we encourage you to vote your shares prior to the annual meeting.

Silvercrest Metals. Exhibit 99.1 in Form 6-K filed 4/3/2020

VANCOUVER, BC - March 30, 2020 - SilverCrest Metals Inc. ("SilverCrest" or the "Company") announces protocols to minimize exposure to the novel coronavirus (the "virus" or "COVID-19") in order to decrease risk to the Company’s employees, contractors, families and communities near the Las Chispas Project ("Las Chispas") located in Sonora, Mexico. In collaboration with government agencies, the Company will temporarily suspend its ongoing exploration and underground development work at Las Chispas at least until April 30, 2020, to limit potential exposure of personnel and nearby communities to the Virus.

AutoNation. Item 8.01 Form 6-K

The COVID-19 pandemic has adversely impacted, and is expected to continue to adversely impact, AutoNation’s operations. Markets from which we derive approximately 95 percent of our total revenue are currently under extensive “shelter in place” or “stay at home” orders from federal, state, and local governments, which significantly restrict our business operations, in particular, our sales activities.

As a result of these and other less restrictive orders, we have seen significant declines in new and used vehicle unit sales, including a year-over-year decline of approximately 50 percent during the last two weeks of March 2020, and our parts and service business is currently operating below full capacity, despite auto retailers having been deemed essential services in most of the markets in which we operate. Government officials and health professionals on the White House Coronavirus Task Force have recently extended social distancing guidelines until at least April 30, 2020, to preserve the safety of Americans.

As a result of these developments, AutoNation has taken various actions in an attempt to mitigate the financial impact of COVID-19. We have placed approximately 7,000 employees on unpaid leave, implemented temporary base pay reductions for our associates, and frozen all new hiring. We have also taken actions to reduce our advertising expenses by approximately 50 percent for the second quarter of 2020, significantly reduced our discretionary spending, and postponed over $50 million of capital expenditures through the second quarter of 2020. Compensation adjustments include 50 percent salary reductions for our executive chairman and our chief executive officer and president, 35 percent for our executive vice presidents, 30 percent for our senior vice presidents and region presidents, and 20 percent for our remaining corporate and region staff. Our Board of Directors will also temporarily waive their retainer fee.

Under our amended and restated credit agreement, we have a $1.8 billion revolving credit facility that matures on March 26, 2025. As of March 31, 2020, we had borrowings outstanding of approximately $790 million under our revolving credit facility and approximately $140 million under our commercial paper program. Based on those borrowings and the maximum leverage ratio contained in our amended and restated credit agreement, we had approximately $1.1 billion of liquidity, including over $400 million of cash and approximately $700 million of availability under our revolving credit facility.

Your Turn

Your CI report might include only a few graphics, unless you find a “trend” chart. You can summarize the announcements in the body and attach full examples as exhibits. So now it is your turn to assemble a CI business continuity background report for your executive committee.

READ

The Ever-Evolving Workplace: Tips for Adapting to Change

By Dolly M. Knight, Maribel Nash & Scott Vanderlin

Q My job has changed so much from what I thought it would be when I left school. It feels like every time I begin to feel any level of consistency at work, something changes, and I have to re-learn how to do my job. Do you have any tips for dealing with this struggle?

Maribel: Workplace change often comes as a result of a choice you have made (accepting a new job or position, or taking on new committee responsibilities) or a situation that might have been imposed upon you (a reduction in budget or print resources, a departmental reorganization, or an office renovation). Whether or not you are completely on board with the change, you usually have time to come to terms with it and to prepare and plan for it. Of course, big change can also happen with little to no notice, as we saw happen this past spring, when many of us found ourselves suddenly and indefinitely working from home, furloughed, or unemployed.

When workplace change comes out of nowhere, it can be harder to wrap your brain around how to handle it. Ideally, the change
will not always come as a result of a global pandemic (though perhaps a global event might help us put our fears into perspective). The most important thing you can do is to practice self-care—whatever that means for you. Don’t stress out. Do stress out. Talk to someone, or don’t. Pray, draw, play the ukulele. Breathe.

Once you’re ready, focus on opportunities rather than fears. A sudden, massive workplace shift can present us with a new lens with which to view our old habits and procedures. Ask yourself why you do certain things in certain ways and see how many times the answer is “because that’s how I have always done it.” Challenge yourself. Also, use this time of change to reevaluate your workplace priorities. This is a natural time to decide what projects and activities you really want to be spending your professional time and energy on.

Rather than focusing on the unknown, look for new ways to stay engaged and to solve problems. Think about what you can control about your new situation and empower yourself to take responsibility for those things. Perhaps you can even find a way to learn a new skill or technology. Show your leadership by serving as an example for others going through the same circumstances.

It is not always easy to embrace workplace change, but I hope that you find this change will open up some new opportunities for you to grow professionally and personally.

**Scott:** Unfortunately (or fortunately—more on that later), our jobs are no exception to the rule that life is change. As I type this, I am sitting not at my desk at work, but at a table at home, having just “attended” a meeting via Zoom—a tool that I had never heard of a few weeks ago—due to a frantic spiral of circumstances that would have seemed like science fiction only, like, just eight seconds ago. And, while this most recent example of change is especially dramatic, the larger lesson remains the same—whether it’s a global pandemic or a new copy machine with buttons in all the wrong places, change will come. Learning to cultivate acceptance of this reality will leave you in good standing in both your personal and professional life.

Think about it—how often do things go exactly the way you expect them to? If your answer is, “uh, pretty much always,” then I would suggest that your life is probably pretty boring (on purpose, most likely), and that kind of existence is both artificial and unsustainable. Hodor couldn’t—well, you know—forever, and neither can you.

If your answer is, “Well, they would if it wasn’t for ____ screwing everything up,” then first, welcome to the unpredictable world of, well, the world, and second, be careful—you sound like you’re about two steps away from turning into a Scooby-Doo villain.

If your answer, however, is something resembling, “rarely, but that’s what keeps things interesting,” or even better, “I try not to place firm expectations on things I can’t control,” then congratulations. If we want to stay sane, this is what we all need to be aiming for.

Take a closer look at that last answer. Most people think that they have control over much more than they actually do, and the confusion and disappointment generated when that belief is repeatedly shattered is what leads to anxiety and resistance to change. The truth is that the only things we can truly control in our lives are our own thoughts, behavior, and reactions to what the world throws at us.

“Well, I have control over my car when I drive it!” Here, control this flat tire.

“I control what I have for dinner every night.” Sorry, ma’am, we’re out of that at the moment.

“Well, I control my friends and loved ones through emotional manipulation.” Whoa! This is an *AALL Spectrum* article, and you sound like an actual, non-Scooby-Doo, real-life villain.

Please stop reading and think about your life choices.

The point is, life is change, and our jobs are no exception to that rule. Learning to accept change is a necessary life skill for those who don’t want to get left behind or be constantly disappointed. Learning to actually enjoy change is a next-level, emotional judo move. My suggestion? Aim for the latter but be content with the former. Draw the map of your life and your career from memory, not on graph paper before it happens. That can sound scary, but I promise you’ll be happier in the long run.

**Dolly:** We’re taught to get a lot of our self-worth from our jobs. Having a job, keeping it, getting recognized, and getting promoted—those are the dreams, and the assumption is we will all get out of our work what we put into it. But we work in a system and society that is often arbitrary, run as it is by other human beings, and sometimes there is no “good” reason for why someone is promoted or fired, praised, or written up. You make an offhand comment to a manager that is interpreted as sarcastic, and you’re marked as the “sarcastic” person for the rest of your tenure there. You help a colleague with a project, but you get the praise and their contribution is glossed over.

We want to feel special and unique, but often bosses and managers see us and our skills as interchangeable. Debbie might have 14 years of...
experience with that database, but your manager wants you to take over as the go-to person for it even though you’re still learning how to use it yourself. Sometimes this is meant to be an opportunity: rise to the occasion. Sometimes it’s a trap. A lot of times when our jobs change or take on new dimensions we are not involved in the decisions or reasoning behind it, so the sense of being disoriented and confused is completely rational.

The magic secret to this column is that it’s written a few months in advance of publication, which is usually not a problem because we can reasonably predict consistent challenges and opportunities in our field. As you may have gathered from Maribel and Scott, however, this column is being written at a fairly unprecedented time, as most of us have seen our lives and jobs upended by the COVID-19 pandemic. By the time this comes out in the July/August issue, we may all be back in the office, or we may be settling in for a completely disrupted fall. True, we all live with uncertainty, and we all have to cope with change, but obviously the scale of this event is beyond what most of us could imagine outside of fiction. (Suggested quarantine read: Station Eleven.)

I mention this because as much as we can prepare for change, develop coping mechanisms, and remind ourselves that decisions are made for reasons we might not be privy to, we still can’t adequately prepare for everything. I did not have a global pandemic on my bingo card. (If you did, I am very proud of you.)

What I am telling you is something you already know: change, large and small, is inevitable. Quite a lot of it is completely out of our hands.

The only things we can control are our reactions and what we do next. You can look at the modifications of your job as an opportunity to expand your skill set, or as a chance to really evaluate if you want to be there at all—are you being treated as an asset, or as a widget? Maybe it isn’t the workplace for you—maybe it isn’t even the field you want to be in. I expect that people will be doing some real self-evaluation as we slowly reopen workplaces and move forward. It doesn’t need to take a global pandemic to help us evaluate what really matters, but it can help.
Your Blueprint for Success [BoK]

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.
The COVID-19 pandemic has forced us all to embrace technology in new ways as we adjust to working remotely. To keep members connected and engaged, AALL launched Virtual Coffee Chats. Each chat focuses on a different issue in the legal information community. Topics to date have included strategic partnerships, checking in with newer law librarians, providing legal reference assistance to the public, and effective docket searching.

Be sure to check AALLNET for the next Virtual Coffee Chat.

FROM TWITTER: “Really grateful for this initiative @aallnet right now. I was so looking forward to #AALL2020 in NOLA, which was going to be my first AALL Conference ever (and my first time presenting at an international conference). Will be so nice to ‘meet’ fellow newer law librarians.” — Katarina Daniels
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