

CALL Bulletin

REBALANCING YOUR COLLECTION: PRINT OR ELECTRONIC OR BOTH?

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FROM THE EDITORS



It's hard to believe that winter is already here, and with it, the holidays. Here's to a peaceful holiday season for CALL members and their families!

This issue is loaded with great articles, including a special topic section on "Rebalancing Your Collection: Print or Electronic or Both?" The Bulletin Committee unanimously chose this topic to provide a forum for continuing the discussion that started at the highly successful CALL brown bag at AALL. The brown bag, organized by CALL Treasurer Ruth Bridges, Joan Axelroth of Axelroth & Associates, and Kerry Skinner of Arizona State University, addressed the same timely topic. We express our gratitude to the CALL authors who so generously contributed to this section: Ruth Bridges, Pam Cipkowski, Ramsey Donnell, Barry Herbert, June Liebert, and Lorna Tang. Joan Axelroth and Kerry Skinner also contributed pieces to the section, and we thank them for their terrific contributions.

Additionally, be sure to check out Tom Keefe's article on the 2009 AALL Annual Meeting in D.C. Sarah Morris Lin also wrote an article on her experience at AALL's Leadership Academy, held in October. Tom and Sarah both received CALL grants that assisted with their attendance at these worthwhile events.

Bulletin regular columnists also contributed to this issue. Maria Willmer returns with "Working Smarter," and the "TechBuzz" column is back with Therese Clarke Arado's and Lyonette Louis-Jacques' helpful piece on e-books. "People & Places," Valerie Kropf's list of new members and positions, is also included.

In the midst of the holiday rush, please set aside some time to relax with some hot cocoa and the *CALL Bulletin*!!

- Julienne Grant & Margaret Schilt, Co-Editors

The *CALL Bulletin*, the official publication of the Chicago Association of Law Libraries (CALL), is published four times a year and is provided to active members as a benefit of membership. CALL does not assume any responsibility for the statements advanced by the contributors to the *CALL Bulletin*, nor do the views expressed in the *CALL Bulletin* necessarily represent the views of CALL or its members.

Contributions to the *CALL Bulletin* are always welcome. Please be advised that contributions submitted for publication are subject to editorial review. The *Bulletin* editors have the discretion to decline to publish articles. Direct questions, articles, or other items of interest to the co-editors:

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<u>Issue</u>	<u>Deadline</u>
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Winter	November 1
Spring	February 1
Summer	May 1

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PRESIDENT'S LETTER

By Gretchen Van Dam

William J. Campbell Library, U.S. Court of Appeals for the Seventh Circuit

gretchen_van_dam@lb7.uscourts.gov



CALL Members:

Balance. It is something we all struggle with – personally and professionally. Balancing what we devote our time to, where we focus our talent and

energy, and to what (or with whom) we share our treasure. Building on CALL's successful brown bag program that was organized and facilitated by CALL Treasurer Ruth Bridges at this year's annual AALL meeting, the *CALL Bulletin* editors have devoted this issue to balance; specifically, the balance in our collections between print and online resources. Join me in thanking our CALL colleagues – Ruth Bridges, Pam Cipkowski, Ramsey Donnell, Barry Herbert, June Liebert, and Lorna Tang for sharing their insights and experience. We also thank Joan Axelroth of Axelroth & Associates and Kerry Sullivan of Arizona State University for their valuable contributions to this issue of the *Bulletin*.

Our 2009-2010 association year got off to a great start at our September meeting at Smith & Wollensky's. Our speaker, Michael T. Roth, the Executive Director of the Center for Disability and Elder Law (CDEL), did a great job of introducing us to this wonderful community resource. Founded in 1984 by the Young Lawyers Section of the Chicago Bar Association, CDEL is a nonprofit organization dedicated to protecting and advancing the

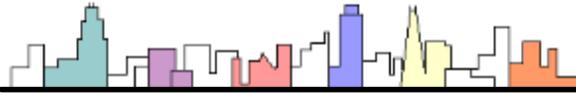
legal rights of low income persons with disabilities and senior citizens in Cook County. Check out the CDEL website at www.probonocdel.org for ways that you may be of assistance. At the September meeting, CALL's Community Service Committee did another terrific job of collecting school supplies for students in the Chicago public schools coping with temporary living situations.

Your CALL Board works very closely with our committee chairs to both move the ongoing business of our association forward, and to initiate and implement new initiatives. Each committee chair (or co-chairs) comes to one Board meeting during the year to report on committee activities and share future plans. If you are currently serving on a committee, please consider stepping up and becoming a chair next year. Ask the current chair of your committee for information on being a chair, the duties and responsibilities, and advice on becoming a CALL committee chair. Our association succeeds because of its members' commitment to CALL's success!

Which brings me back to "balance." We all make decisions about how to best balance where we give our time, our talent, our treasure. There is heavy competition for your "3 T's" – where you decide to give can be a difficult balancing act. Many of my friends have mentioned to me that these are difficult times to encourage participation in library professional associations. My own thought is that this is the *best* time for us all to be active in association work – our time, our talents, and our treasure have never been needed more!

-Gretchen Van Dam

CALL would like to thank Law Bulletin Information Network for sponsoring the September 24, 2009 Business Meeting!



CALL Executive Board Minutes

By Julie D. Melvin

codymelvin@yahoo.com

Complete, up-to-date meeting minutes are available here: <http://www.aallnet.org/chapter/call/protected/index.html>.
Members who would like hard copies of any meeting minutes should contact Julie Melvin (codymelvin@yahoo.com, 630-337-0796), Secretary.

2009-2010 CALL EXECUTIVE BOARD MEETING

AALL Headquarters, 105 W. Adams, 33rd floor
August 11, 2009, 9:00 a.m.

Board Members Present: Gretchen Van Dam, Ruth Bridges, Gail Hartzell, Christine Morong, and Julie Melvin

Board Members Absent: Heidi Frostestad Kuehl and Sheri Lewis

Summary:

Treasurer's Report (Section IV):

1. CALL Balance as of July 31, 2009: \$40,186.31
2. Net Income, July 31, 2009: \$891.33
3. Membership as of July 31, 2009: 278 (7 new members, 271 renewals)

Significant Actions:

The Board agreed to add a line in the Statement of Revenues, Expenses and Bank Balances entitled "equipment" to be used for recording the purchase of the computer and any future hard equipment purchases. (IV. Treasurer's Report)

Gretchen Van Dam has reappointed the Special Committee for Strategic Planning that worked on the CALL Mission Statement to continue the mission work and develop a new strategic plan for CALL. (V. Strategic Planning)

Relocation of the CALL Archives from Loyola University Chicago School of Law Library to Northern Illinois University Law Library is complete. (V. Archives)

2009-2010 CALL EXECUTIVE BOARD MEETING

Library of the U.S. Courts, Dirksen Federal Courthouse,
219 S. Dearborn, 16th floor
September 15, 2009, 9:00 a.m.

Board Members Present: Gretchen Van Dam, Gail Hartzell, Christine Morong, Ruth Bridges, Heidi Frostestad Kuehl, Sheri Lewis, and Julie Melvin

Board Members Absent: None

CALL Members Present: Margaret Schilt and Deborah Rusin.

Summary:

Treasurer's Report (Section IV):

1. CALL Balance as of August 31, 2009: \$39,412.77
2. Net Income, August 31, 2009: \$-773.54
3. Membership as of August 31, 2009: 289 (10 new members, 279 renewals)

Significant Actions:

9:30 a.m.: Nominations Committee Chair presentation by Debbie Rusin - According to Debbie, the nominations process is proceeding smoothly and on schedule for the positions of Director, Treasurer, and Vice President/President-Elect for the CALL Board. (V. Committee Reports)

10:00 a.m.: Bulletin Committee Co-Chair presentation by Margaret Schilt - The Committee plans publication of four issues and is working on producing a formal style manual for the *Bulletin*. (V. Committee Reports)

The Board approved the Archives Committee plan to digitize cassette materials contained in the CALL Archives. (V. Archives)

The Board approved funds totaling \$3,000 for the Grants and Chapter Awards Committee and recommended that one \$1,500 AALL Annual Meeting grant be awarded. (VII.b. New Business - Grants and Chapter Awards)

The Board affirmed CALL's policy that *Bulletin* editors have discretion to accept or decline articles, announcements, and advertisements. (VII.e. New Business - *Bulletin*)



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Name: Carol A. Parker

Title: Keleher Professor of Law
Associate Dean for Library
and Information Technology
University of New Mexico
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CALL BUSINESS MEETING ROUNDUP

By Julie D. Melvin

codymelvin@yahoo.com

President Gretchen Van Dam opened the meeting at Smith & Wollensky Steakhouse on September 24, 2009 by introducing and thanking the sponsor of the event--the Law Bulletin Information Network. She then welcomed 11 new members to CALL.

Presentation:

Vice President/President-Elect Heidi Frostestad Kuehl introduced the speaker:

Michael T. Roth from Chicago's Center for Disability and Elder Law (CDEL) was the featured speaker. Mr. Roth has been the Executive Director of the Center since July 2007 and has served as a member of the Center's Board of Directors since 2006. In that role, Mr. Roth's work has involved participating in numerous *pro bono* matters. Mr. Roth has also been an active volunteer--assisting individuals with developmental disabilities through Aspire of Illinois and Park Lawn. Mr. Roth earned his J.D. from The John Marshall Law School in 2003 and studied international law in Parma, Italy. He also has an undergraduate degree in Communications from Fairfield University. Michael was recently appointed the Chair of the Mental Health & Disability Law Committee of the Chicago Bar Association's Young Lawyers Section.

According to the CDEL website:

"Founded in 1984 by the Young Lawyers Section of the Chicago Bar Association, CDEL is a 501(c)(3), nonprofit organization dedicated to protecting and advancing the legal rights of low-income persons with disabilities and senior citizens in Cook County. CDEL provides *pro bono* legal services through the combined efforts of a modest in-house staff and an active network of hundreds of volunteer attorneys, paralegals, and law students

from top law firms and academic institutions. In this way, CDEL services a dual mission: (1) To provide legal services to low-income elderly persons and/or persons with disabilities in Cook County; and, (2) To foster *pro bono* culture throughout the Chicago legal community."



Heidi Frostestad Kuehl at the September 24th Business Meeting

Mr. Roth indicated that CDEL is always looking for volunteers. CDEL volunteers provide representation to underserved populations on a variety of legal issues, including guardianship, landlord/tenant, consumer fraud, ADA and employment discrimination, special education, elder abuse, wills and probate, bankruptcy, power of attorney, and real estate. In addition to individual representation, CDEL offers a number of clinics and workshops. CDEL currently has approximately 995 volunteers who handled nearly 2,600 cases in the past year. CDEL has Spanish-speaking staff members, Polish-speaking lawyers, and growing populations of Ukrainian- and Russian-speaking lawyers as well.

One of the primary objectives of CDEL is to address the legal needs of Chicagoland's low-income senior citizens. Too often, these individuals are marginalized by age and poverty, and victimized through financial exploitation and elder financial abuse. In addition, seniors are often unaware that help is available. The Senior Center's Power of Attorney & Living Will Initiative (SCI) brings CDEL staff and volunteer attorneys to senior citizens' residences across Chicago to prepare Powers of Attorney for Health Care and Property, as well as Illinois Living Will Declarations for seniors in need.

According to Mr. Roth, the reaction from clients, senior centers, and attorneys to the free SCI Workshops has been

continued on p. 7

Business Meeting Roundup *cont. from p. 6*

overwhelmingly positive. Since 2007, CDEL has partnered with a number of law firms, as well as corporate counsel, to supply attorneys for the SCI Workshops. CDEL organizes the events, conducts free CLE training for the attorneys, coordinates logistics and provides supervision at the Workshops. According to the CDEL website: "The SCI Workshop provides a tremendous opportunity for law firms to partner with their corporate clients, other firms and related organizations to provide these services in an efficient and enjoyable manner. The SCI Workshops are also a great way to have non-attorneys (paralegals and notaries) participate in providing *pro bono* services, as non-attorneys serve as intake coordinators, witnesses, notaries and support personnel at the Workshops."

During the presentation, Mr. Roth shared a moving CDEL success story:

"CDEL client Ann R., a 94-year-old Chicago resident, fell victim to elder abuse and financial exploitation. Like countless other seniors, she was induced to deed the interest to her home to two 'fraudsters' who had been financially exploiting her for over 20 years. Ann and her husband built the home and lived there for over 70 years. Realizing she had been swindled, and terrified of

the prospect of being homeless, Ann turned to CDEL. Two dedicated and talented attorneys from Winston &

Strawn worked tirelessly, *pro bono*, on her behalf. After just a few months, title to the home was once again vested in Ann, and her peace of mind, independence, and quality of life were restored." (Michael T. Roth, PowerPoint Presentation, 9/24/2009)

He also shared the story of Eamon Shannon, a young man with Down's Syndrome, who was assisted by the work of CDEL to get adequate special education support.

Most of the "fraudsters" CDEL finds are family members, friends, or even perfect strangers. According to Mr. Roth, these people know what they are doing; they target vulnerable people. The maximum threshold annual income to be entitled to assistance is \$16,000, and the age requirement is 65 and older, or a disability as defined under the Social Security Act.

The organization is experiencing certain financial pressures now. CDEL has laid off two staff attorneys, but they have acquired two deferred associates from Winston & Strawn. Mr. Roth considers this a grant because Winston & Strawn pays the associates' salaries and benefits. Mr. Roth was also able to negotiate one year of rent abatement. Marketing is through grass roots efforts.

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Gretchen Van Dam with Michael T. Roth at the September 24th Business Meeting

CALL would like to thank LexisNexis for sponsoring the door prizes at the September 24, 2009 Business Meeting!

Business Meeting Roundup *cont. from p. 7*

CDEL gives talks at senior centers, and the organization has a website. Use of direct mailing is a non-option. CDEL also has a contract with the Chicago Department of Housing for the senior tax opportunity program. The Assessor's office helps with referrals. CDEL also works with religious organizations, and CDEL even has a program aimed at "brick rich" seniors with very low incomes.

Mr. Roth invited law librarians to volunteer for the organization. He indicated that Eugene Giudice is assisting in the creation of a library for CDEL.

President Van Dam resumed the business portion of the meeting with a few announcements:

The new edition of the *CALL Directory* has been posted on the website. Updates and corrections are being finalized for the November version.

The next CALL Business Meeting will be a luncheon held at Maggiano's Little Italy on Thursday, November 19th.

Congratulations were extended to CALL members Tom Gaylord, Todd Ito, and Sarah Morris Lin who will participate in the AALL Leadership Academy in October.*

Committee Reports:**Sheri Lewis, Grants and Chapter Awards:**

Sheri Lewis informed the membership that Sarah Morris Lin has been awarded a grant to attend the AALL Leadership Academy.

Susan Sloma, Community Service:

At this business meeting, CALL collected 13 bags and two boxes of member-donated school supplies. The table canister proceeds will be donated to the Hilltop



Gretchen Van Dam at the September 24th Business Meeting

Neighborhood House in Indiana. The Committee continues to collect pop top tabs for the Ronald McDonald House. At the next meeting, the Committee will be collecting donations of winter coats, hats, gloves and scarves for the Illinois "Keep Our Kids Warm and Safe" campaign, and toys for Children's Memorial Hospital.

Door prizes sponsored by LexisNexis were awarded to:

Jamie Stuart from Chapman and Cutler LLP
Jenny Koertge from Brinks Hofer Gilson & Lione

*Editors' Note: Deborah Darin of Loyola also attended the AALL Leadership Academy.

All photos courtesy of Hilary Gray

The CALL Grants Committee awarded a registration grant to Sarah Morris Lin in support of her participation in the AALL Leadership Academy, October 16th and 17th.

Congratulations!



Thank you to CALL members who generously donated school supplies to the Chicago Public Schools' "Educational Support for Students in Temporary Living Situations" program. At the September 24th Business Meeting, the Community Service Committee collected 13 large shopping bags and two boxes full of pencils, folders, notebooks and notebook paper, glue sticks, crayons, calculators, scissors, pencil boxes and pouches, and much more.

In addition, the Committee collected \$100.00 for Hilltop Neighborhood House in Valparaiso, Indiana.

The Committee also collected three baggies full of pop tabs, getting the continuing collection of pop tabs for Ronald McDonald House off to a good start!

Thanks again for your generosity!

Discussion List Guidelines

The CALL Discussion Forum is provided for general discussion for members of the Chicago Association of Law Libraries. Only CALL members may post to the list.

Appropriate topics for the list include:

- CALL committee news
- CALL meeting and education event reminders
- notices of CALL membership changes
- requests for volunteers for CALL activities
- discussions of issues related to our jobs
- hard to find ILL requests
- informal surveys
- news of interest to the Chicago law library community

Please do not use the discussion list to promote or market commercial products.

Forum Etiquette

DO add a descriptive subject line to all messages. For example: ILL request, Free books for postage, etc.

DO sign all messages. Please include your name, affiliation, and contact information.

DO remember to unsubscribe from your old address and re-subscribe from your new address whenever your e-mail address changes.

DON'T use the list for longer items. Please use the CALL website and *CALL Bulletin* for those. You may e-mail out a brief announcement in which you include the URL for a longer item.

Members may send attachments, but these must be limited to text-type files (Word, PDFs, text files, HTML) which are under 3 megabytes.

DON'T use the Discussion Forum for personal opinions unrelated to CALL or the field of law librarianship.

DO remember to contact the CALL Discussion Forum administrators if you need any help.

CALL Discussion Forum Administrator:

Eugene Giudice is the CALL Discussion Forum Administrator. You may send him a message at eugenegiudice@sbcglobal.net.

Updated 9/19/2007



CALL LEADERSHIP WORKSHOP

By Julie Swanson, Perkins Coie LLP

jswanson@perkinscoie.com

September 10, 2009
9:30 – 11:30 a.m.
Metropolitan Library System
224 S. Michigan Ave., Chicago

CALL Committee Chairs met to review duties of committees and their chairs. The group also discussed the CALL *Policy Log*, better procedures for disseminating CALL information, and how to make meetings more accessible to all members. In addition, the attendees brainstormed ideas for recruitment, building coalitions, strategic planning, and modifying the mission statement. Moderated by CALL President Gretchen Van Dam.

I. Introduction

Gretchen Van Dam, CALL President

- What do committees do?
- What are requirements of chairs?

II. Committee Chair Duties and Responsibilities

Ruth Bridges, CALL Treasurer

Chris Morong, CALL Board Member

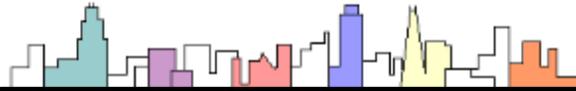
- No budget report
- If there is going to be an expense, bring it to the Board Liaison to get approval at the next Board meeting (“dream big!”)
- Keep track of expenses
- CALL meeting committee form
- Use good accounting practices
- Keep track of goals; if you don’t meet them, save them for next year
- Include the Board Liaison
- Maximize attendance and keep in mind holidays and other associations’ meetings
- Reach out to other CALL Committees to help reach goals
- Do a recap in an e-mail: a good blueprint/outline/path for the year

- Focus on goals, but be flexible about time
- Remember: look outside of CALL
 - What are other AALL groups doing?
 - Look broader, especially if you are searching for ideas
- Two points:
 - Forms/handbook/procedures/descriptions are all on CALL’s website
 - Board Liaisons—if you need something, keep pushing
- Look to each other, and look to other committees
- One of the most difficult things about committees is scheduling meetings
- Consider conference calls as opposed to in-person meetings, lunch meetings
- Stick to an hour, even if you don’t get everything done

Susan Siebers, Past President, 1989-1990;
Chair, Corporate Memory Committee

- Corporate Memory *Policy Log*
- Went through Board Minutes—pulled out policies and created log
- Check to see which policies have already been discussed and decided with regard to your committee
- Bring it to meetings so you don’t “reinvent the wheel”
- It will help you make informed decisions
- Updated twice a year
- What was decided in the past year is at the end of the *Log*
- Note: policies don’t get removed, so keep reading... it’s like a history report

continued on p. 11



CALL Leadership Workshop *cont. from p. 10*

III. Review of CALL's 1997-2000 Long Range Plan

Frank Drake, Past President, 2000-2001; Member, Special Committee for Strategic Planning

- Future directions that CALL might take
- June 1997 *CALL Bulletin*: specifics about goals are available there

IV. CALL's New Mission Statement

Sheri Lewis, Past President, 2008-2009; Member, Special Committee for Strategic Planning

- In order to create the new mission statement, an understanding of the purpose and use of mission statements in an information-gathering process was necessary
- A mission statement is a document upon which to create a long-term plan; it's a good starting-point of operation
- Results of questionnaires for mission statement are on the CALL website
- Results are from a questionnaire distributed during a CALL business meeting to see which words people associated with CALL, and were then incorporated into the mission statement

V. Open Discussion on 2009-2010 Strategic Plan for CALL

Brainstorming session

- Strategic planning
- Starting from the mission statement—thoughts, ideas, brainstorm about building on mission statement to make a plan for the future
- CALL structure
 - Annual meetings?
 - Webinars? (tech issues)
 - Local meetings?
 - Business meetings?
 - Should we include other regions?
 - Conference calling instead of face-to-face meeting?
- What about committee structure?
 - Should some be joined?
 - Are they still relevant?

- Shorter commitments?
- Use volunteer opportunities for tasks? (Instead of a one-year commitment to a committee)
- Revitalize and further define committee descriptions
- CALL does not currently have a “communications committee.” Should there be one?
- Advocacy Leadership
 - For the profession and to the public
 - Get leadership involved in staff participation
 - Law library leaders—CALL should meet with top 25 law library directors
 - Should CALL be involved in the same way national association is involved in advocating information policy?
 - Lobbying activities? Or should we leave that to national (AALL)?
- Marketing/Promotion
 - How do we get lawyers to understand the impact of law librarians?
 - Publish articles in what lawyers are reading? (for example, in *WisBar*)
 - CLE by CALL—Could CALL become a CLE provider?
 - Leadership re membership—people who have lost jobs, students
 - Should CALL do something about people who have lost their jobs?
- Education/Professional Development
 - Core competencies—AALL. Does CALL have a role?
 - Internship matching arrangement?
 - Should CALL have internships?
- Modes and methods of communication:
 - Should CALL have a weekly newsletter? A Blog? Use Twitter?
 - Should there be networks for members based on skills, location, etc., for networking?

**Happy
Holidays!**



PEOPLE & PLACES

Valerie Kropf, DLA Piper

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Welcome New CALL Members:

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New Places:

Jenner & Block LLP

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353 N. Clark Street
Chicago, Illinois 60654-3456

Website Guidelines

- The CALL website is an official publication of the Chicago Association of Law Librarians. The purpose of the site is to provide CALL members with current and historical information on the chapter's policies, activities, publications and organization and is maintained by the CALL Internet Committee. The material on the CALL site is for informational purposes only and should not be interpreted as legal advice.
- All the material on the website is intended to be as accurate and up-to-date as possible. CALL makes no guarantee regarding the accuracy or authenticity of material on the CALL site or at any of the linking sites.
- All information that is to be posted to the CALL site is reviewed by the Internet Committee and should be submitted to that committee in final electronic format. All information is subject to formatting changes in order to maintain uniformity.
- Information on the CALL website will be updated or removed at the request of the Board members and Committee Chairs or if the material is out-of-date.

November 2003



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REBALANCING YOUR COLLECTION: PRINT OR ELECTRONIC OR BOTH?

This was the theme of CALL's well-received roundtable discussion at AALL in Washington, D.C., coordinated by Ruth Bridges, Joan Axelroth and Kerry Skinner. Participants traded passionate views and stories of what rebalancing their collections meant to their own libraries, and the issues and considerations that drive their collection development and format decisions. Common threads emerged – preferences of primary patrons, shrinking shelf space, balancing preservation against access, and more. The enthusiasm of the attendees convinced the CALL Bulletin Committee that there was more yet to be said, and the theme for this special section was chosen. Eight articles address various aspects of rebalancing collections. Joan Axelroth recaps the roundtable for those who were unable to attend, and Kerry Skinner contributes a useful bibliography. Ruth Bridges discusses the need to be pro-active and take the lead in planning collection changes and emphasizes the need to evaluate and monitor all decisions into the future. Lorna Tang and Pam Cipkowski give us the technical services perspective: Lorna on issues arising in the acquisition of electronic resources, and Pam on the impact of a format change on processing, binding and cataloging decisions. June Liebert addresses moving away from print collections in the academic law library, while Barry Herbert contributes the court librarian's perspective, and Ramsey Donnell discusses the tension between access preferences and preservation needs from the perspective of a former practicing attorney and recent library school graduate. Format decisions are on everyone's mind; this special section provides perspective and context for all of us.

REBALANCING YOUR COLLECTION – PRINT VS. ELECTRONIC RESOURCES

By Ruth Bridges, Schiff Hardin LLP

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Any reading of the legal administration literature on a regular basis covers the reality that law libraries are getting smaller and that information is being delivered electronically. Add that the tough economy has caused layoffs, forced law firm closings, and pushed mergers along for survival, and you know it may only be a matter of time before the administrators in your firm have to look for ways to reduce waste and to decrease expenses. Even-

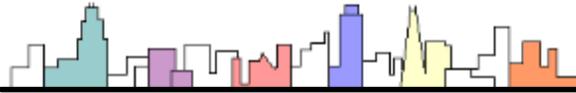
tually, they will wonder about the size of the law library. They will wonder, if so much information is available electronically on the Internet, why do we need so many books in the law library taking up so much real estate? They will wonder how heavy the traffic is to the library.

What are the issues in deciding to rebalance the collection?

When you think about rebalancing the format of the resources in your library, there are several issues to be considered. Some of the most important considerations include space, price, access, and ease of use.

If you are running out of space in the library, or if your firm is looking for space to build additional offices or conference rooms, someone may consider the library. Many

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libraries occupy beautiful space in the firm. In the old days, clients were brought in to see the beautiful library as a selling point for the firm. Now that some of the books being housed in the library are not being actively used, one has to question their value to the firm. And, if the information they contain is readily available in an electronic format, and that is how your attorneys access that information, there are decisions to be made that save space.

If you have all of the case reporters, they can cost thousands of dollars each year. While many law firms have already discarded them, many have not. If your firm is looking for ways to save money, first suggest canceling the subscriptions to the case reporters. The books would remain on the shelves so the library would generally look the same. If there are no deaths from that decision, consider offering to move some of the older case reporters to off-site storage from where they can be retrieved in a couple of hours. Maybe offer to try this for six months keeping very detailed records of the number of times each week when you had to bring back a case reporter. Two of the major legal vendors have Library Relations staff who can come in to help you make cases accessible on your Intranet, which users can then obtain at a very low cost.

It is vitally important that you review the collection, shelf by shelf, and notice which sets of loose-leaf books are always complete on the shelf (no matter when you check) because that may be an indicator of low use. Of course, users could use the book, make a copy and return it to the shelf without your noticing, so it is only one indicator. Polling the possible attorney users when these sets come up for renewal is important so that you know that they are worth the expense to your firm. You may find out that they are using the title online and that is why the print collection is not being used.

Some believe the books are the best format because they can be used by many people, although consecutively, but with no increase in cost. If all of your attorneys are in the same office this can be a valid consideration. However, if you are serving attorneys in multiple offices, unless you duplicate the same book in several offices, it may not be the best format. Generally, we will rely on intra- and interlibrary loan to bring the books to the attorneys who need them, but that may take more time than you have. I know some librarians who routinely say that the second copy they buy of any treatise has to be electronic. And then we have to ask ourselves whether our budgets can handle the duplication.

Electronic resources can be accessed by several people at once, but training may be needed to teach them how to use these less-than-intuitive resources now unavailable in print. Also, the cost may be prohibitive if the license depends on the number of users.

Certainly, the books are the easiest to use, usually without any training, but is that what is best for your office? Inevitably, the books will be the slowest format to update. If the book covers a volatile area with lots of changes all of the time, an electronic resource covering the same information can be more current, and therefore perhaps more valuable to your users. It is often easier for the publisher to update the electronic resource.

Take the lead and plan the rebalancing

Take the lead and assume that you will have to reduce the size of your library someday and be prepared to do that. If you are forced to reduce the library space by 30% - 50%, know which print resources you could cancel and why. Notice how the attorneys you serve are working. Are there resources you are buying each week that are not being used? Are there stacks of case reporters in the library copy room? Or, do the users go online to make a copy of a case?

Make the right decisions about which titles can be replaced by electronic resources in order to save space. You need to create a list of the resources that could be replaced in order of the first to go, second, and so on. When making your list of what to remove in print, Joan Axelroth of Axelroth & Associates suggests that you move titles down on the list when the citation needed may have a relationship to the sections before or after it, like a citation to a state statute. On the other hand, you can move up material on the list where the citation is to a case in a reporter, and the cases that come before and after probably have no impact on, or relationship to, the case at hand.

Evaluate your decisions

Evaluate and monitor your decisions. After a number of print titles have been replaced by electronic resources, follow up with your users to see how the new format is meeting their needs. Maybe some additional training sessions need to be arranged to clarify any remaining questions. Maybe the vendor can provide some user information, and there are software programs that can track traffic to various research websites if they are used in the office. That way you can indirectly monitor usage of these sometimes expensive resources.

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The times have changed, and we as librarians will win if we lead the change in our libraries by willingly rebalancing the collection as needed.

AALL PROGRAM REVIEW: REBALANCING YOUR COLLECTION -- PRINT OR ELECTRONIC OR BOTH?

By Joan Axelroth, Axelroth & Associates
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The collection development challenge

When it comes to the challenge of collection development, we are all in the same leaky boat. Management entreats us to cut costs and eliminate print materials so the space can be used for something else. Some of our users rely entirely on electronic resources, failing to consult important treatises, while others remain wedded to print and decry the loss of the books. And the publishing world leaves us scratching our heads as we strive to compare costs, and then negotiate a fair price for products with confusing and unstable pricing structures.

These common challenges and concerns brought us together in Washington, D.C. this past summer to attend the CALL-sponsored brown bag lunch discussion, *Rebalancing Your Collection: Print or Electronic or Both?* The idea, originated by Ruth Bridges (Firmwide Manager, Library & Research Services, Schiff Hardin LLP), was to eat and talk in a relaxed atmosphere, without PowerPoints or long speeches, sharing our successes so that one library's solution could be applied to others grappling with the same problems. Ruth, Kerry Skinner (Acquisitions Librarian, Arizona State University), and I served as facilitators, but the comments of the attendees took center stage. Eileen McCarrier (Library Services Manager, Pillsbury Winthrop Shaw Pittman LLP) kindly agreed to keep track of our main points, and I made good use of those notes while writing this article.

What our users are doing

The program began with a discussion of user preferences because how our users conduct research affects how we develop our collections. And, like everything else, that's

changing. The scene was set by listing the following observations of a law school library director:

- A colleague . . . told me over two years ago that she never thought that she would have to encourage students to use *LexisNexis* and *Westlaw*.
- Unverified gossip that the use of *LexisNexis* and *Westlaw* had declined 20% - 30% in the past year.
- Comments from law students that they start their research with *Google* and then go to *LexisNexis* or *Westlaw*.
- Reference librarians who say that they start with *Google*, *Google Scholar* and *Google Books*.

(Judith Wright, AALL Academic Law Libraries SIS Discussion Forum, *AALL Workshop-The Academic Law Library of 2015: User Preferences*, 2/27/2009)

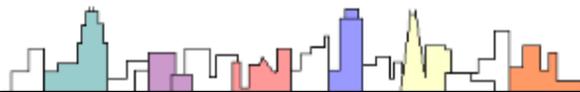
Many participants agreed that users are starting (and, in some cases, ending) their research with *Google*. Digests receive little if any use, and digest subscriptions are being cancelled, and the books removed from the shelves. Concerns with research quality and risk management were raised. But all is not lost, said one librarian who offered this silver lining: "they are trainable!"

The format choice

The discussion of what our users are doing led us directly to the next topic: how decisions regarding format are made. Not surprisingly, we began with the difficulty of satisfying user needs while staying within unrealistic budgets that fail to take into account rising costs, or the need to provide access to information in multiple formats. The desire of management to reclaim (or repurpose, in the lingo of the day) library space for other activities was also raised. It was enough to make a person dream about that perfect world where business necessities do not drive collection management decisions.

And now the positive side. Thanks to the Internet, the amount of free or low-cost information that is also reliable has greatly increased. Speakers noted the beneficial impact of having readily available access to government resources without having to pay subscriptions or other fees. They also talked about the importance of getting buy-in from decision-makers and stakeholders (faculty, partners, etc.) before making major changes, such as

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eliminating print versions.

Resource sharing

Gone are the days when we strived to collect everything so the resources would be available “just in case” someone ever wanted them. Today, just about every librarian has exchanged the “just in case” philosophy of collection development with something called “just in time.” For “just in time” to be successful, librarians must know where to find information at a moment’s notice and at a reasonable price, even if it’s not sitting on the shelf.

One approach to this dilemma is resource sharing. Participants discussed interoffice cooperation, using regularly scheduled deliveries among offices. Another option for expanding access to resources is to join a membership library. The Executive Director of the New York Law Institute was in attendance, and he described the Institute’s extensive collection of federal and New York materials. There are other membership libraries (e.g., Jenkins Law Library in Philadelphia, Social Law Library in Boston), and some jurisdictions have bar association or county libraries with borrowing privileges, or that at least provide document delivery services. One advantage of virtual delivery is that the supplier can be located next door, or in Timbuktu, and the service will be the same.

One participant mentioned the AALL Document Delivery Caucus, a group unknown to many of the attendees. The Caucus “addresses the needs and concerns of those using traditional interlibrary loan, law library document suppliers, and commercial document suppliers” (www.aallnet.org/caucus/docdel/index.html). The very useful website contains information on document delivery, ILL, copyright, and related subjects.

Librarians offered some useful parting words on this subject beginning with: check with other libraries in your area before canceling titles. Related advice: don’t assume that, just because a library owns something today, it will still own it tomorrow.

The paperless library

At the end of the program, we looked at how libraries are handling the collection development challenges associated with a virtual collection. When reducing the size of the print collection, the librarians in this group began with *Shepard’s*, regional reporters, law reviews available on *HeinOnline*, *American Law Reports*, *AmJur* and *CJS*. There is something all these titles have in common: the

items within the covers of each volume are unrelated to each other except by document type or perhaps age. For example, when users pick up a law review, they are generally only interested in one of the many articles found inside. There is no need to flip backwards and forwards because reading one article does not add to the comprehension of any other article. Even in a themed issue, the researcher does not need to read the first article to understand the second.

Sometimes, context does count and materials with a hierarchical arrangement may be easier to use in print. Treatises, annotated codes, and digests are all examples of materials where reading the sections (or chapters or parts) that come before and after may be absolutely vital to understanding the text of the citation at hand.

The bottom line

Despite the serious subject, it was nice to relax a bit as we shared our common struggles and offered tested solutions. For more information on this subject, see the article by Ruth Bridges, “Rebalancing Your Collection – Print vs. Electronic Resources,” and the bibliography compiled by Kerry Skinner.

REBALANCING PRINT AND ELECTRONIC RESOURCES IN AN ACADEMIC LAW LIBRARY

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Academic law libraries have long maintained a delicate balancing act of continuously adding electronic resources, while striving to preserve traditional print collections. However, the fulcrum of this balance has been shifting more and more towards electronic resources, and there seems to be little chance of a reversal in this trend.

The current economic climate has accelerated the rate of this shift in academic law libraries, but other factors are also at work: changing faculty and student needs, new space requirements, and the American Bar Association (ABA) accreditation requirements. Ultimately, this shift

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Rebalancing Print and Electronic Resources in an Academic Law Library *cont. from p. 17*

will result in a reduction in the overall size of academic print collections.

Changing faculty and student needs

Law faculty and student preferences have long been the determinant factors in the choice between print or electronic format, and their preferences have changed as the world has become increasingly technology dependent. Almost all law students have a laptop computer. Every law school offers wireless Internet access. Both law faculty and students are far more mobile than they used to be, and more likely to work at home or on the road. Faculty are working and teaching more collaboratively, and this work is increasingly done online. There are always exceptions (yes, every school has at least one professor who will not use a computer), but this is a change that has been a long time coming.

These changing preferences have also resulted in changing library service expectations. Patrons demand immediate service today, not tomorrow. Interlibrary Loan (ILL), although still popular, is viewed as being too slow, because delivery can take up to three weeks. The Chicago-area academic libraries share in the costs for a daily delivery service to help speed up ILL requests, but even that is sometimes considered too long.

All of these changes have challenged academic law libraries to rethink library services in order to meet the needs of these increasingly virtual patrons. Reference services are often now available online via chat or text messaging. Library collections also need to be accessible to these virtual patrons, some of whom may never walk into the physical library space, and for whom electronic resources are the only viable solution.

Due to improvements made to the electronic resources themselves, law faculty and students are much more willing to use electronic resources. These resources often include such useful tools as indices and tables of contents, which used to be available only in print. There is also a greater interest in accessing serial titles in electronic format. This stems from the very nature of serial materials (time-sensitive, space intensive, and costly to update), which makes them better suited for purchase and use in electronic format. There is still a long way to go, but because electronic resources are typically more up-to-date than print, they are an attractive choice for users who require current information.

The last major shift in student preferences has been in the area of law journal cite checking. Law journals cite check articles prior to publication using the Harvard *Bluebook* method, which requires cite checkers to reference the actual print pages for correct paginations. This requirement is no longer absolute, since the *HeinOnline* law journal database contains images of actual print pages. The result of this shift is that many academic law libraries are putting print journal volumes into storage or recycling them.

Economic conditions

The poor economy has primarily affected law schools that are dependent on outside income (either from donations or state funding), and some of these schools have cut their library budgets by as much as 10%. Even if a school has remained relatively unaffected by the economy, the need to cut expenses has become increasingly important as the price of print resources continues to increase exponentially every year.

One of the most obvious ways to save money is through cancellations. Many schools have already taken the simple step of reducing duplicate print copies, but now they are also looking closely at whether each title needs to be held in multiple formats. For example, if a title is already available online, then maybe a print version is not necessary. One of the more surprising problems with this transition has been the fact that not enough titles are actually available in electronic format. Even vendors who already have many titles available online do not offer all, or even the majority of, their titles online. This is a problem that will resolve itself over time, but in the meantime, it is a problem for libraries trying to serve more and more virtual patrons.

Academic law libraries have also faced challenges when it comes to the pricing of electronic resources. Vendors have been offering academic law libraries large and expensive “bundles” of electronic titles, but they have either been reluctant to unbundle the titles, or have required high fees for subscriptions to single titles. Newer models for pricing electronic titles are necessary, such as a “pay per view” (transactional) scheme where libraries only pay for single items as needed. This model has been available to individual users, but publishers have not yet welcomed this model within the academic law library environment. Another model would be to break down the bundles into smaller groups instead of requiring an all or nothing approach, but many vendors have also been unwilling to take this approach.

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Rebalancing Print and Electronic Resources in an Academic Law Library *cont. from p. 18*

The economy has also placed new pressures on academic law libraries with regard to physical space. Law school space needs continue to grow due to increased competition for higher rankings, but the costs of building new or additional spaces have become prohibitively high. Academic law libraries, which take up a large percentage of a law school's overall space, are often targeted for downsizing to make room for more faculty offices and classrooms. This creates a new pressure on libraries that are already juggling with space shortages. An increasingly common reaction to the space shortage is to place less popular print resources into storage (or to recycle them) and rely more heavily on electronic resources.

American Bar Association (ABA) accreditation changes

In recognition of this shift from print to electronic materials in academic law library collections, significant changes have been introduced by the ABA in its annual law school survey and accreditation requirements.

The most significant library-related change has been in the ABA's annual law school survey. Every ABA-accredited law school must complete the survey, which contains hundreds of questions about everything from faculty ethnicity to financial information. This year, the ABA removed questions about library volume and title counts – a move that has been quite controversial. Some argue that, without these numbers, few measures of library quality are left and no alternative measures have yet been found. However, others feel that the numbers were never accurate, and this change gives academic law libraries the freedom to remove unnecessary print and microform materials without worrying about negatively impacting their volume counts.

The ABA's accreditation requirements for new law school libraries seem to have undergone significant reinterpretation. Some of the newest law schools have received provisional accreditation with far smaller print collections than have been required in the past. Most academic law libraries have anywhere from 200,000 to a million or more volumes available in print or on microform, but many of the newly accredited law schools have far less. For example, the Charleston School of Law, which was provisionally accredited in 2006, has a collection of only 20,000 print volumes, since they rely primarily on online resources for their faculty and students.

The future of legal research

Academic law libraries have long been under pressure to hold down costs, while still maintaining traditional print collections and expanding access to electronic titles. The current economic crisis is likely to force most libraries to make critical decisions about just how large a print collection they will be able to maintain. Each library will need to make this decision given individual circumstances, but it is likely that many will change their focus from "electronic and print" to "either electronic or print." Given the strong preference that most law students, and a growing number of law faculty, have for electronic access, the move towards exclusive electronic access for many titles will gain momentum. While this development will be viewed with dismay by some in the library profession, it is certain that graduating law students will be taking jobs in law offices that already follow this model.

The heavier reliance on electronic resources raises many questions about the future of legal research. Who will be responsible for keeping precious and unique print materials? How will users find historical legal information? Who will bear the burden for maintaining and storing these items? Academic law libraries have always been viewed as the keepers of traditional print materials, but many schools are finding themselves unable to continue in this role.

Collaborative collection development is one solution that has been considered for many years by academic law libraries, but it requires a long-term commitment and constant active management. An alternative solution would be collaborative archiving, which would distribute the burden of keeping historical print titles. However, this is a difficult undertaking for libraries that already have little or no space available.

There are no obvious or easy solutions. Librarians appreciate and understand the advantages and uniqueness of print resources, but others may not. All members of the law library community will need to engage in a dialog about the implications of this new reality in order to ensure that the future needs of researchers can be met.



FROM PRINT TO ELECTRONIC: A NEW LAW LIBRARIAN'S PERSPECTIVE ON THE SHIFT

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For a former practicing attorney, library science provides an interesting perspective on legal resources--their current state and their future. When I made the switch from corporate transactional practice to the library science program at the University of Illinois in the spring of 2008, I was struck by the breadth of information resources currently available. In both my general reference and legal resources classes, I repeatedly thought to myself, "I really wish I'd known about this resource when I was practicing."

As a corporate associate, research was not a daily activity. When research projects did arise, they tended to be very fact-specific and often arcane. My firm's library supplied me with updated office copies of the Delaware and Illinois laws governing business entities and, because I did some securities work, a CCH loose-leaf binder of the securities laws and regulations. *Westlaw* satisfied any case law needs, and I would occasionally use the firm's *Securities Mosaic* subscription to locate public filings and exhibits. It was a fairly limited information universe. It certainly got the job done but, in hindsight, broader awareness and mastery of legal resources could have made my job easier. Had I known about the scope and depth of legal information resources beyond what I learned as a 1L in 1999 and picked up on the job, would I have reached out to one of Chicago's academic law libraries? Though it is hard to say, I would like to think the answer is yes.

Academic law libraries currently provide a broad range of resources in a variety of formats--far broader than those available in private practice. But even in academic law libraries, budgets are tightening (or failing to keep pace with price inflation), and collections are being pared down--subscriptions cancelled, loose-leaves no longer updated, and duplicate formats eliminated (almost always in favor of the electronic over the print). Clearly, academic law libraries are struggling to: (i) define the future collection, both in scope and format; and, (ii) gauge the appro-

priate pace of change.

Based on what I studied in my library science program and what I've seen in my limited time in academic law libraries, the most significant tension in collection development is between print resources and electronic resources. Do print citators have a future in the library? Print law reviews and journals? Should treatises that need updating be maintained in duplicate formats? For how many jurisdictions should a library maintain print codes, reporters and digests? My broad view is that the shift from print to electronic is fairly inexorable; managing the pace of the transition is the hard task academic law librarians face. User preferences are a guiding force and, as print-dependent faculty members are replaced by digital natives, and the interfaces for accessing electronic resources improve, preferences will continue to shift toward the electronic.

We are not yet at a point where electronic resources have uniformly surpassed their print counterparts in ease of use. For example, certain print resources, like statutes and treatises, presently have distinct advantages over their electronic counterparts; in particular, any browsing activity is much more easily accomplished in print. The search functionality and user interfaces of *Westlaw* and *Lexis-Nexis* are oriented toward narrow, pinpoint discovery; quick perusal of a wide range of sections, and flipping back and forth between sections, is an onerous, almost unworkable process at present. I feel certain, however, that improved interfaces can, and eventually will, improve the online browsing experience and tilt user preferences toward electronic resources even in these areas.

This being said, I am skeptical that academic law libraries will ever be wholly electronic and print-free. Part of my reason for saying so is that there are ramifications to the shift from print to electronic other than cost and user preference, and as librarians identify and address these ramifications, print may emerge as the best option in some cases. Though there are many more, I see important ramifications of the shift in the areas of patron access and preservation.

Patron Access. Most academic law libraries distinguish in their collection development policies between core users (students, faculty) and secondary users (alumni, members of the bar, the public). When a library cancels a print resource because it appears in *Westlaw* or *LexisNexis*, secondary patrons will often lose access to the resource entirely, given the limitations on walk-in patron access to those resources (if such access is provided at all). If the decision to eliminate print duplicates is made

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From Print to Electronic *cont. from p. 20*

across large swaths of the collection, the utility of the library to secondary users can become quite limited. As such decisions are made, academic law libraries should give serious thought to the level of service they hope to maintain for secondary users. Few libraries can afford to collect everything in two formats, but many law libraries (depending upon how they interpret their missions) may choose to maintain robust print collections on behalf of their secondary patrons.¹

Preservation. The preservation of books is a fairly straightforward activity; the preservation of digital files is not. Digital preservation (or the failure thereof) was something of a hot topic in many of my library science courses. In a class I took on archives, the class consensus was that digitization was an excellent way to provide access to material, but it failed as a mode of long-term preservation. In another course, I researched digital preservation in the context of a humanities digitization project and came away convinced that digital preservation is a life cycle process,² comprised of a variety of ongoing tasks. These tasks, to which an institution must commit itself, are: diligent maintenance and updating of preservation metadata regarding the digital files; technology and file format migrations; maintenance of a high-quality digital master file; redundant server storage; and maintenance of an analog version. In short, even when an institution owns or controls the digital object to be preserved, it requires considerable planning and ongoing commitment to actually preserve it.

In the context of electronic legal resources, preservation is an even dicier proposition because control of the digital files resides with the providers, not with the law libraries. Consequently, each time a print resource is cancelled in favor of an electronic format, law libraries cede control of prospective preservation of the resource to a third-party licensor. While it is hard to imagine a world without the likes of *LexisNexis*, *Westlaw*, and *HeinOnline*, nothing guarantees that these entities will survive indefinitely, or that any successor will provide complete or comparable access to their backfiles. Many law libraries express a commitment to the long-term preservation of legal materials, and preservation is widely regarded as a pressing issue in the scholarship of law librarianship.³ Cooperative preservation efforts among libraries, such as last copy projects, are clearly important, but each law library must also assess its individual commitment to preservation when making collection development decisions.

The problems of patron database access and preservation

can be seen as part of a larger issue facing all libraries; as electronic resources gradually replace print, the collection shifts from one that is owned by the library to one that is licensed. Rather than a reasonably simple world governed by the first-sale doctrine (buy a book and you are free to re-sell or lend it) and academic fair use, libraries find themselves attempting to make sense of, manage, and enforce a morass of conflicting license terms; preservation is no longer a straightforward matter. Law libraries face some challenging issues arising from this new paradigm. I doubt that all of the implications have manifested themselves yet, but they will undoubtedly keep law librarianship an interesting field for the foreseeable future.

1. See, e.g., Rita Reusch, "By the Book: Thoughts on the Future of Our Print Collections," 100 *Law Libr. J.* 555, 559 (2008) ("As a public law library, and the largest public law library in the state, we have always recognized our secondary mission to provide for the legal information needs of the university, the legal community, and the public. This secondary mission has been part of our rationale for not cancelling print titles that are readily available to law students and faculty under LexisNexis and Westlaw licenses.")
2. See Linda Cantara, "Long-Term Preservation of Digital Humanities Scholarship," *OCLC Systems & Services: International Digital Library Perspectives* 22.1 (2006): 38-42.
3. See Reusch at 561; Patricia K. Turpening, *From Sheepskin Binding to Born Digital: One Hundred Years of Preservation in Law Library Journal*, 101 *Law Libr. J.* 71, 90-93 (2009).

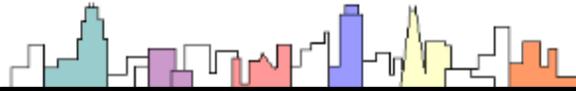
REBALANCING OUR COLLECTIONS: A COURT LIBRARIAN'S PERSPECTIVE

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Having agreed to write about rebalancing collections from the court librarian's perspective, I should first give you some idea of the nature and scope of the organization where I've developed that perspective. The Seventh Circuit Library System consists of seven staffed libraries under the direction of the Circuit Librarian, Gretchen Van Dam. The William J. Campbell Library of the United States Courts, located in Chicago, is the system's headquarters library. Satellite libraries (known as branch li-

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libraries in every other part of the library world) are located in East St. Louis, Indianapolis, Madison, Milwaukee, South Bend, and Springfield. The mission of all seven libraries is to meet the research and information needs of all judicial officers and court staff within the Circuit. The library system also includes approximately 150 individual collections provided for all of the judicial chambers and court support offices within the Circuit. These collections range in size from a few books, to hundreds of volumes.

Although the above description of the organization might lead one to conclude that my view would be different from that of my colleagues in other types of law libraries, this federal court librarian's perspective on the appropriate balance of print, electronic, or a combination of both formats, is probably not that different from that of academic and law firm librarians. Excepting a few judges who prefer using case law sources (and every other research tool for that matter) in book form, our libraries' primary clients prefer to use online databases to retrieve cases and current statutory materials. With the increased availability of online treatises and improved user-friendliness of online digests in recent years, the preference has shifted in favor of the electronic versions of these tools as well. I would like to be able to say that this preference has resulted in substantial reductions in our annual expenditures for books. Unfortunately, while savings are generated by a reduced number of subscriptions to reporters and treatises, they are offset by large annual increases in costs for the electronic sources that replace them, and for those print publications we must continue to purchase.

That being said, the Seventh Circuit Libraries do try to take advantage of online sources and cooperative collection development for conserving space, as well as law book funds. For example, in addition to *LexisNexis* and *Westlaw*, nationally contracted and funded databases like *HeinOnline* and *LLMC-Digital* and the *OED* are made available to all judges and court staff in the Circuit through the Library's Intranet homepage. Similarly, electronic sources like BNA's *Bankruptcy Law Reporter*, *IICLE SmartBooks*, *Encyclopaedia Britannica Online* and *The Chicago Manual of Style Online* are purchased by our library system with our own budgeted funds and made available to court users circuit-wide through the homepage.

The strategy for how we decide when a publication is no longer needed in print format, though informal, does include several considerations. We look at usage statistics for publications included in *Westlaw*, *LexisNexis* and other

online database offerings. Circulation records, as well as anecdotes from users and librarians about their successful use of particular electronic and print publications, are also important factors. Even the presence of an undisturbed film of dust on top of books is taken into account.

Finally, the criteria for selection as well as de-selection and weeding in our libraries' "Collection Development Policy" specify that the "...availability of material or information in other formats in the collection, in other local libraries, other Federal Court libraries, through commercial databases or via the Internet" will always be considered. This, along with the factors described above, has already led to greater reliance by our librarians on electronic sources. It has also meant that we have reduced duplication of print materials. It is my expectation that, over time (and not a very long time at that), many of these "one print copy" titles where we maintain both print and electronic access in our collection will no longer be purchased in print, and the balance of our court libraries' collections will shift even further toward electronic format.

REBALANCING OUR COLLECTIONS: PRINT OR ELECTRONIC OR BOTH? A TECHNICAL SERVICES PERSPECTIVE

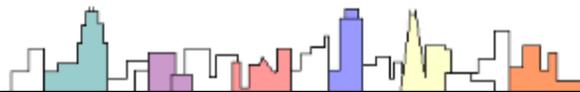
By Pam Cipkowski, Loyola University
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At this year's AALL Conference in Washington, D.C., CALL sponsored a brown bag lunch, "Rebalancing Your Collection: Print or Electronic or Both?" The discussion focused on how libraries are developing their collections to meet the information requirements of tomorrow.¹ While budget reductions, space constraints, changing customer preferences, and research needs all affect the development of the collection, these issues also trickle down to affect the different departments within the library.

Undoubtedly, the technical services department can lay

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Rebalancing Our Collections *cont. from p. 22*

claim to the idea that it is the department most affected by the shift from print to electronic resources. Other programs at AALL reflected this thought. The TS-SIS program, “Redefining Work Roles in Response to Changing Collection Environments,” presented by Ajaye Bloomstone of Louisiana State and Eric Parker of Northwestern, showcased two technical services departments that are undergoing changes due to a shift from print to electronic access.² Dick Spinelli of William S. Hein & Co., Inc. presented a program titled, “Here Today, Gone Tomorrow? The Future of Print Periodicals in Law Libraries,” that described the effect digitization of law journal library titles in *HeinOnline* has had on binding and other technical services operations.³

As monographs and serials switch from print to electronic, each library must decide whether or not to obtain the item in its electronic format. If staff chooses to purchase the online version, a decision must also be made whether or not to continue to get the item in print as well, or to simply go “e-only.” What to do with the existing issues in the stacks is also a question.

Several factors must be examined when looking at the electronic version. Is it a PDF of the print, or is it HTML only? Is a complete archive available online? Is there a “moving wall,” where the most current issues cannot be viewed online until a certain time limit has passed? These are just a few of the questions that need to be asked.

If the decision is made to go e-only, the print title must be cancelled, and local holdings records must be updated. Final issues received may have to be bound. New records for the e-only version may be created or exported from OCLC or another utility, or URLs may be added to existing records. These decisions affect several functions and areas in technical services, including acquisitions, cataloging, and binding.

When this process is multiplied by hundreds of titles, the effect on the technical services workflow becomes more evident. Acquisitions staff spends more time on cancellations, and serials staff works on closing out records and updating holdings. Fewer print titles are received and cataloged. Cataloging staff may spend more time adding URLs to records and checking existing links. The number of titles bound decreases, or binding may cease altogether.

As collections are being rebalanced, technical services departments and librarians are recognizing that this may also mean rebalancing both the skills and duties of their

positions. Coupled with a sagging economy, this shift from print to electronic gives technical services folks even more reason right now to take a look at how they can evolve and expand their skill set. Technical services employees often fear that their departments may be first on the chopping block when it comes time to make budget cuts in the library because their work is not as visible—both to the public and to the individuals making the fiscal decisions and cuts.⁴ As the cry of “Why do we need librarians anymore when everything is going online?” gets louder, technical services librarians especially need to highlight and market their roles as financial guardian, selector, acquirer, and integrator of materials—both print and electronic.⁵

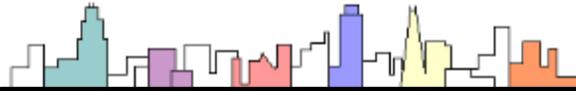
Technical services departments have not been immune over the years to changes in departmental duties. As new formats have been developed, the title of cataloger has splintered into various permutations, such as serials librarian, audiovisual cataloger, metadata librarian, and electronic resources librarian.⁶ Librarians have found themselves cataloging fewer monographs and concentrating more on duties, such as project management, catalog maintenance, and cataloging of more varied formats, such as continuing and integrating resources. Much of the monographs cataloging in many libraries has been handed down to paraprofessional catalogers, with higher-level staff training, supervising, and managing the workflow of paraprofessionals.

While professionally-degreed librarians who specialize in cataloging may feel somewhat safe because of the evolution of their roles, rebalancing the library’s collection also affects other members of the technical services staff. Paraprofessional workers who normally receive, check in, claim, and bind materials may need to have their duties reallocated to other tasks, including copy cataloging, processing withdrawals and transfers to other locations or off-site storage, URL checking and other database maintenance, and possible work with future digitization projects.

This transition should not be done hastily. Just as each resource is reviewed and evaluated before deciding to acquire or retain it, each job position should be thoroughly evaluated to assure that there is a reasonable workload as a result of the changing collection. If new duties are assigned to staff members, they should have adequate training and knowledge to perform the new tasks asked of them.

A review of staff positions should not focus on only one

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Rebalancing Our Collections *cont. from p. 23*

department; a library-wide review would provide a better understanding of how interdepartmental processes work, and tasks done by one department could perhaps be shared or combined between two or more departments. Conversely, other tasks conducted by various members of different departments could perhaps be simplified, allowing fewer employees to do the tasks more efficiently.

This may also be a good time to take a look at the library's strategic plan (if there is one) and collection development policy, to see how changes in the nature of the collection and in the duties of the staff affect these documents. Libraries may also wish to work with a consultant to get an outside viewpoint on where inefficiencies of workflow currently lie, and to help create a workflow redesign as a result of the vast shift in the composition of their collections.

Library collections already look very different from what they were ten years ago, and it remains to be seen what another ten years will bring. Digital collections will certainly be a larger part of our libraries. Improving technologies, such as e-book readers and more content being delivered to mobile devices, will shape our collections, policies, and the ways our patrons receive information from the library. Technical services, as well as other library departments, will need to stay ahead of the curve to ensure that they are part of that future technology.

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 2. Bloomstone, Ajaye, and Eric Parker. "Redefining Work Roles in Response to Changing Collection Environments." AALL Annual Meeting & Conference. Washington, D.C. 28 July 2009. Presentation.
 3. Spinelli, Dick. "Here Today, Gone Tomorrow? The Future of Print Periodicals in Law Libraries." AALL Annual Meeting & Conference. Washington, D.C. 26 July 2009. Presentation.
 4. Leysen, Joan M., and Jeanne M.K. Boydston. "Supply and Demand for Catalogers: Present and Future." *Library Resources and Technical Services* 49.4 (2005): 250-65.
 5. Hunter, Karen. "The End of Print Journals: (In)Frequently Asked Questions." *Journal of Library Administration* 46.2 (2007): 119-32.
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ACQUIRING ELECTRONIC RESOURCES

By Lorna Tang, University of Chicago
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Since many information resources are now delivered through the Internet, acquiring electronic resources has become an integral part of library technical services.

For decades, libraries have acquired print materials by going through the steps of selecting, ordering, receiving, paying, and cataloging. Libraries obtain books and journals directly from publishers and also through approval plans, blanket orders, and services of jobbers and subscription agencies. To inform users about the availability of materials in the library, cataloging and holdings records have been created.

However, acquiring electronic resources is more complicated than acquiring print materials. There are many steps in addition to those outlined above: trials, licensing, accessing, monitoring access, usage statistics, and archiving, etc.

Selection

Print products are ordered through firm orders and approval plans. Firm orders are individually-ordered items, and approval plans are used for books selected by jobbers according to established library profiles. Electronic resources are usually presented to libraries as a database by publishers or aggregators. Libraries may be limited in their options for subscribing to individual titles or "libraries."

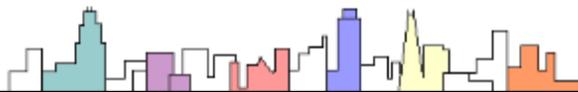
Trials

Before purchasing an electronic book, or subscribing to a database, the library can ask for trials for a period of two weeks or more. During the trials of electronic monographs, a user is often allowed to review portions of a book, or the entire book for only a few minutes. Temporary user IDs and passwords are used during the trials.

Licensing

The most distinctive difference between acquiring print

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Acquiring Electronic Resources

cont. from p. 24

materials and electronic resources is licensing. After acquiring a book, the library owns the piece and is free to loan out the book or to withdraw it as needed. However, the library does not usually own the database and is frequently required to sign a license agreement before being given access to the database. A license is a legal contract. For an example of a standard license agreement, see this webpage: <http://www.library.yale.edu/~license/standlicagree.html>. The National Information Standards Organization (NISO) has sponsored the development of the *Shared E-Resource Understanding* (SERU) (<http://www.niso.org/workrooms/seru>). SERU is not a license agreement, but it is designed to be a true alternative to a license agreement.

Access by IP address, password, and remotely

When a reader finds a book on a library shelf, he has immediate access to the intellectual content of the book. However, the user of an electronic resource has to be authenticated before he may have access to the intellectual content in the database. Some databases, like *LexisNexis* and *Westlaw*, require individual user IDs and passwords. Access through IP address verification is the preferred method for academic libraries. When a patron needs access from an off-campus computer, or while traveling, his access will be authenticated through a proxy server. When we acquire an electronic resource, all these options need to be explored and established accordingly.

Cataloging

Just as for print materials, library cataloging staff routinely catalogs electronic resources. If a single record approach is used, a link will be added to the cataloging record for the print title. If the two-record approach is used, a separate record is created for the electronic resource. Often, a library will use both methods as needed. In addition, some database aggregators provide cataloging records for titles in their databases. Many database providers today outsource cataloging of their titles and ask librarians to work directly with their designated cataloging agency to obtain (and pay for) the cataloging records as needed.

A-Z lists and other tools

In addition to the library catalog, a user has other channels to discover and access the electronic resources subscribed by the library. For users who prefer electronic-only resources, an A-Z list of titles available in electronic format is useful. A user can use an online research guide to go

directly from the guide to the databases by clicking on the URL links. Often the library has a subscription to the same title through different aggregators or publishers. Link resolvers, such as SFX and Serials Solutions 360 Link, will allow the library to present the databases in a preferred order of display.

Usage statistics

Library circulation statistics track how print books and journals are used. For electronic resources, the database providers can supply the usage information. Some providers supply the numbers automatically, and some will provide them only upon request. Unfortunately, a few still refuse to provide any usage statistics at all. These publishers may assume that a low usage number will mean cancellation. Actually, the usage statistics help librarians plan training strategies to introduce users to useful databases. Visit the following websites for developing standards on collecting usage data: <http://www.projectcounter.org/> (Project COUNTER) and <http://www.niso.org/workrooms/sushi> (SUSHI).

Renewals and cancellations

For print serials, the price increase is probably the only change from last year's invoice. For electronic resources, changes may include the price, the scope, a new embargo date, or format changes. Since the electronic resource acquisitions process is still an immature one, the package may vary from year to year. Free online access may become a fee-based resource, and print may cost less or more when bundled with the electronic version. It is essential to read the renewal notice carefully. Not paying an invoice for a print journal often means non-renewal. Since the licensing agreement usually has a clause about renewal and cancellation, a formal process for renewal and cancellation is often required for electronic resources. A written notice of either intention needs to be sent to the licensor before the license expires.

Electronic Resource Management (ERM) systems

Serial holdings and payment records may be the only records needed for print serials. Because of the complexity of maintaining electronic resources, integrated library systems often offer an Electronic Resources Management system (ERM), which tracks trials, purchasing, licensing, and access maintenance. Instead of a commercial ERM system, a library may maintain the same information in its own in-house database.

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Acquiring Electronic Resources

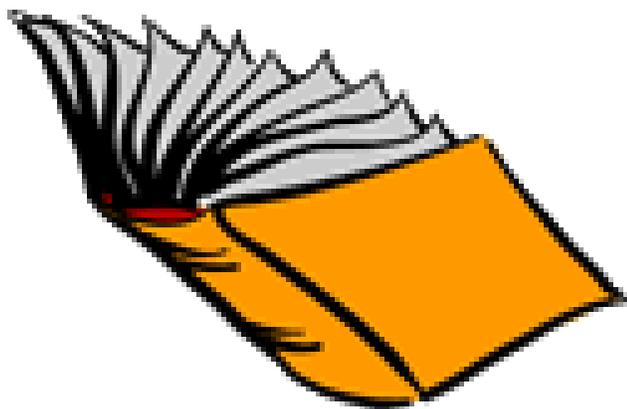
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Monitoring e-resources

When a patron cannot find a print book on the shelf and informs the library staff, circulation staff will initiate a search process for items not checked out, or a recall process for items checked out to another user. For electronic resources, when library staff members are notified about the lack of access, it is often the acquisitions staff who will take action. Sometimes the problem is due to the non-receipt of an invoice, and sometimes an information provider makes a technical or human error. Some of these problems can be corrected immediately, but others may take several days to resolve. A few libraries now employ their serial check-in staff to do online checking of their electronic serials.

Archiving e-resources

When a book is added to the collection, the library has eternal access to the material. Weeding is done cautiously and infrequently in academic libraries. Maintaining perpetual access to content in online resources challenges even large research libraries. Access to an online resource is gone when a library stops paying for its access unless perpetual access to database content is spelled out in the licensing agreement. To keep the data on a disk in the library is not a practical long-term solution because databases require operating software and the ability to migrate and preserve the data in usable format. Consortial projects like *JSTOR*, *Portico*, and *LOCKSS* are examples of a few attempts to solve the archival problem.



FURTHER READINGS ABOUT COLLECTION REBALANCING: PRINT OR ELECTRONIC OR BOTH?

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**WORKING SMARTER:
REBALANCING OUR COLLECTIONS IN THE 21ST CENTURY:
UNDERSTANDING YOUR ORGANIZATION AND ITS USER BASE**

By Maria Willmer, DePaul University College of Law, Rinn Law Library

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Have you ever been to a Cirque du Soleil performance? If you have, you know that a good deal of what is done requires precision and an uncanny sense of balance. If someone loses their balance, he/she could potentially throw an entire sequence of steps out of whack, and cause a catastrophe. What keeps a performance running smoothly in Cirque du Soleil is also what often keeps a law library functioning smoothly – namely, good balance.

One very important lesson I have learned as a librarian is that, to keep things in balance and running smoothly, we must truly understand who we are supporting, and who we are serving.

Law libraries, in general, are part of the support structure of an organization. Understanding the overall purpose of the organization one serves is of primary importance in determining what your library collection should contain. While this might seem obvious to some, it wasn't obvious to me back in 1993. Before I came to Chicago, I worked for a 300 attorney law firm in Detroit. When I came to Chicago, I started work at a 30-40 attorney firm. At the smaller firm, I couldn't understand why the firm didn't have a more extensive collection of materials. It was only after awhile that I fully realized that this firm didn't need a larger collection. While I thought the organization and its users needed to change, it was clear that I needed to balance my view of what the collection needed with what was actually needed by this organization.

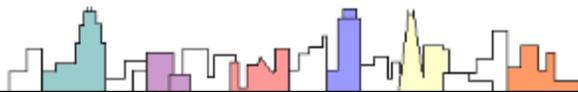


Rebalancing our law library collections to meet our organizations' needs is also forcing us to try to gain a greater understanding of our user groups' needs. Here at DePaul, in the mid-1990s, there was a massive renovation to bring our physical facilities in line with the aspirations of our users – creating a library that truly looked like a real law library. Recently, we also formed a Collection Development Committee,

and we do frequent surveys to find out what our users need. The library also frequently solicits faculty opinions regarding the value of potential acquisitions.

While we can always bring our best professional vision to the job, if the organization's vision and the users' needs don't fit this vision, we will need to work to balance our views with their views. And since we are now facing a new environment in collection management, I think it is very important to get a larger view of what type of collection is needed to serve and support our various organizations to keep everything working in balance. This doesn't mean throwing out our old policies, or caving in to "The Administration," "The Faculty," "The Managing Partner," or "The Supreme Justice," but it does mean that we might need to adjust our views on what our users and organizations need to meet the requirements of the entire organization. Understanding the organization and its users' needs will certainly help us to all work smarter.

Lorna Tang's article, "Problem Solving with Publishers/Vendors," *CALL Bulletin*, No. 211 (Spring 2009) was recommended as "good reading" by the *Law Librarian's Bulletin Board* (Vol. 21) No. 1 (August 1, 2009).



LIBRARIANSHIP: A CERTAIN PROFESSION IN UNCERTAIN TIMES (TOM'S AALL ODYSSEY)

By Thomas Keefe, Louis L. Biro Law Library, The John Marshall Law School

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I have been a law librarian for about thirteen years—which in itself seems crazy—but I have never made it to the AALL Annual Conference (AALL). So, I was particularly excited to receive a CALL grant to attend this year's convention in Washington, D.C. One of the main reasons that I never attend AALL is that it normally conflicts with the Chicago to Mackinac Yacht Race, my yearly pilgrimage. When I found out that the 2009 Mackinac race was the week before AALL, I thought, heck yeah, this year I should go for sure. Thus, I applied for, and received, a CALL grant.

I booked my flight and hotel room, and sent in my registration fee; I was all ready to go. Immediately thereafter, my skipper decided that we were going to do the SuperMac, 550 miles all the way around to Port Huron, Michigan. This would require another few days on the water. Still, no problem. I should have plenty of time to spirit myself back to Chicago in time to make a flight to D.C. Just then, a dear friend informed me that his 'summer wedding' was in fact the evening of July 25th, the Saturday night before AALL. Now I knew I was in trouble.

To make a long story short, after five days on a 35-foot boat with ten people onboard, I arrived in Port Huron just in time to clean up, sleep, celebrate our arrival, and board the Amtrak train the next morning. It seemed awfully early, or awfully late, when I boarded the train at 5:00 a.m. Saturday morning. When I arrived at Union Station



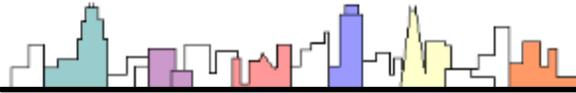
Saturday afternoon, I felt somewhat less than rested. But, no time to lose, I had to scurry home, dump my bag, do my laundry, and make nice with my not-so-happy cat; oh, and maybe catch a nap.

Some of that happened, but I still felt less than rested when I made my way to the Zipcar for the 90-minute trek out to St. Charles for a wedding. I didn't have much gas in the tank (no pun intended), so I called it an early night, just as the dance floor opened up, and headed home. I was in bed by midnight--after locking my house keys in the Zipcar and having to go retrieve them. Things were looking up. I could now get some sleep before my

90-minute trip to Midway to catch my 5:30 a.m. flight to Washington, D.C. It was quite the odyssey, and I hadn't even arrived.

As I reclined half-sleeping on the flight, I began to think about what it meant for me to go to AALL. How did I end up being a law librarian in the first place? That certainly wasn't my plan when I enrolled in law school. Perhaps it was pre-determined. Sometimes you just are what you are. Maybe that was the lesson I should have realized when I showed a friend my 25-year-old hockey card collection over the winter. We both laughed, for there I discovered a secret to my present that I had completely forgotten about: my hockey card collection had an index. Yep, sure enough, there inside the top of the cigar box

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Librarianship *cont. from p. 28*

was an index to where every team was located.

Perhaps that innate need for organization and knowledge is what led me to the Oak Park Public Library in high school to research my speeches for class. Surely, everyone knew about vertical files and the *Readers' Guide*? Maybe the friendly librarians had spotted one of their own and taken me under their wing? Who else took me under their wing? The librarians at the small library in the journalism school at the University of Minnesota who introduced me to *Dialog*? Bob Doyle and the staff at the Loyola Law School Library who gave me my first chance to do reference work? Surely, everyone can find a piece of Illinois legislative history? Apparently not. Who knew?

After the plane landed, I rushed for a shuttle that led to the Metro, that brought me to a cab, that brought me to the Washington Convention Center, where I finally checked in and carried my bags into the Convention hall (apparently my odyssey had not ended) to watch Internet cyberlaw scholar and author Jonathan Zittrain's excellent opening presentation. During my dash through D.C., I had read that this year's theme was "innovation." It was then that I began to wonder how that theme would play out in these uncertain economic times. My first cynical reaction was "more innovation equals fewer of us." According to Zittrain's bio, he offered ideas for getting technology users to work creatively and collaboratively, participate in solutions, and become 'netizens.' That's an interesting job title, I thought. I wonder how much that pays?

I made myself a nice duffle bag chair in the corner, cloaked it in cynicism, and hunkered down to listen to his message. Zittrain began by talking about what a library used to be, and how people view libraries today. He spoke about the difference between the past when librarians were the "custodians of knowledge," and the present where libraries resemble informational "fallout shelters." He began to paint a picture of a future in which people "creatively and cooperatively" participate in finding solutions to information problems. He pointed to information exchange systems like *Wikipedia* and *Craigslist* as examples of "people coming together to help without expectation of payment or praise."

He went on to show examples of what the future of the information economy will look like: pizza delivery orders being routed through Internet call centers, operated by individuals working from home all across the country on a per-transaction basis. He speculated that this tendency to 'farm everything out' might be a worry for professional

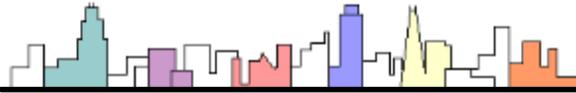
librarians. He mentioned *Yahoo! Answers* as an example.

There is hope, Zittrain emphasized. Services like *PACER* and the *Internet Archive* demonstrate what can be accomplished when technology is integrated with the desire for public information. We will see more of this, he promised. But, he expressed some chagrin that the value of face to face transactions has been diminished. Technology, it seems, has taken us very far in terms of attaching people directly to information, but perhaps not far enough in cultivating relationships and attaching people to each other. Though I enjoyed the opening presentation, as an academic librarian I found myself drawn to AALL's many excellent sessions on the history and future of legal information. I particularly enjoyed Alan Sugarman's presentation "Public Access to the Law in the YaOogle Age." Sugarman provided a brief history of free access to federal lower court opinions on the Internet. He showed that, despite government assertions to the contrary, the vast majority of federal lower court opinions are really "vaporlaw." This phrase refers to that body of free legal information that people believe exists on the Internet, but really doesn't. I didn't know, that of the 100,000 lower court opinions issued every year, only 8,000 are published in the *Federal Supplement*. Now I understand why the *Federal Appendix* is so necessary; of course, I've never actually seen where anyone has cited to it, but I'm sure it's necessary. Sugarman's point, though, was that this information is government information and it ought to be available to people for free. His message to us, the designated custodians of legal information, is persist.

I also enjoyed the presentation about how the *U.S. Code* and *CFR* are created and maintained. I was surprised to find out how much preparation goes into figuring out just where a potential law will end up in the *Code* before most bills are even passed. I was also surprised to hear how much 'law' does not make it into the *Code*. I always thought it was all there. Again, at the end of the presentation, there was a plea for librarians' help. Because of the changing nature of society, and the body of laws we live by, the *Code* is in need of a major reorganization. The presenter from the Office of Law Revision Counsel sounded the alarm that this was going to be an "all hands on deck" situation, and our help would be needed.

Because I had received a CALL grant, I decided to attend some of the sessions on the future of librarianship so that I could relate this information to other CALL members who could not attend. To that end, I attended

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Librarianship *cont. from p. 29*

the “Charting a New Career Path” session. The panel for this session included Joan Axelroth of Axelroth & Associates. The panelists mentioned that information from legal blogs suggests that more than 10,000 legal professionals had been laid off between January 1, 2009 and late July. Axelroth tried to put a positive spin on things, pointing out that 54% of people surveyed by a national HR company said they were going to look for a new job after the economy improved. One way to view this, she pointed out, is that the job hunting situation may become bleaker once the recession ends. That comment didn’t seem to meet with much applause. Anyhow, she stressed several fundamental job search skills: always be prepared, make sure your résumé is up to date, take stock of the skills and responsibilities that you display in your current position, not just those listed in the job title, keep current, network, and keep your skills sharp.

The next panelist, Dina Driefuerst from Bracewell & Giuliani LLP, had changed jobs from firm librarian to publisher’s library relations coordinator back to firm librarian. She talked about what she did with the idle time between jobs. She made some good points for those who become unexpectedly unemployed: use your time wisely; take the opportunity to do what you want to do; create opportunities for yourself; if you volunteer, volunteer with a purpose; look for people with similar interests; and synergize. She also pointed out that there is a wealth of resources available for job seekers on the AALL website.

The final speaker, Christine Sellers, had recently lost her job and was still seeking employment. Her search for career resources led her to begin her own blog, *Law Librarians of Leisure*. She emphasized how much she had learned from her experience, and how it had blossomed into a networking coup that she had never imagined. As the panelists stressed, the important thing to remember in the face of whatever grim statistics exist, is that, if you lose your job, you only need to find one job to replace it. Surely there has to be one job out there for you, so don’t give up hope.

On this note, I must digress to point out that a good friend of mine who was a medical librarian lost her job after Labor Day. She was unemployed for two months. But, as of November 1st, she had found a new job as a medical researcher with a ‘great’ small company right near her house. She loves her new job, so there is always hope.

Overall, I would give the presentations high marks. There were too many sessions to discuss here, but information

from many of the sessions is available on the AALL2go portion of the AALL website.

After three days of sessions, it seemed somewhat surreal when on the evening of Tuesday, July 28th, we gathered in the Renaissance Hotel’s ballroom for the Closing Banquet. I had no idea what to expect. I was struck by the camaraderie and cordiality of the group. Everyone seemed to know everyone, like old friends.

I made my way into the ballroom somewhat late and seated myself at what seemed to be the last available table--the one by the coat rack in the back. As I gazed around at the sea of smiles, wandering from table to table, I pondered what was unfolding. Will I ever be at the head table? Will there even be a head table in the future, or will we all just be watching passively from unconnected destinations? What is the difference between an association of independent information professionals and a profession? Do independent professionals develop life-long bonds based on common interest and common dedication?

My mind hadn’t wandered for long before I was joined by Shane and Roxanne Marmion from Hein and a few other ‘younger’ librarians. We soon found ourselves engaged in vibrant conversation, just like the others.

One of the highlights of my first AALL conference was watching Patrick Kehoe and Elizabeth Puckett receive the Marion Gould Gallagher Distinguished Service Award. These two individuals have achieved so much, and they were so proud. It was a glorious moment.

But, time for pondering had ended. The night was young. It was time for new friends to go forth and ‘celebrate’ new beginnings, and we did just that. There were no distinctions among us--no vendors, no ‘private firm’ librarians. We were just friends with a common interest and common careers and, at some point, a common need to go home.

But my odyssey had not in fact ended. As I approached my hotel, I was stopped by a young lady in high heels and a short skirt who needed a cigarette lit. I couldn’t help her. She asked me what I was doing in town, and I told her I was a librarian. She burst out laughing. I then told her we had all gathered for a conference; I almost felled her. As she wandered off laughing, I thought to myself, no, I am a librarian, and I have always been one, and I will make it through these very uncertain times.

Photo courtesy of Julienne Grant

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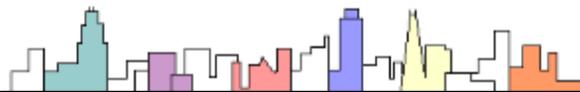
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MY 2009 AALL LEADERSHIP ACADEMY EXPERIENCE

By Sarah E. Morris Lin, Reed Smith LLP

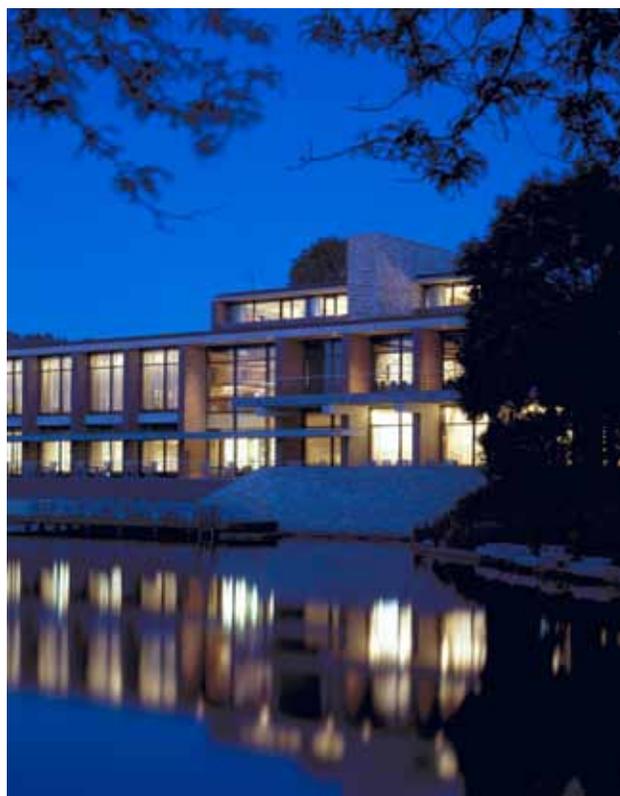
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Even with rain, fall in Chicago is really beautiful, especially when you're surrounded by trees, and warmly ensconced in Prairie-style architecture. Such was my experience at the AALL Leadership Academy, held October 16th and 17th at the Hyatt Lodge in Oak Brook (on the McDonald's campus). After applying in June, I was one of 34 fellows chosen to participate and travel to Oak Brook for an intensive look at developing our leadership abilities.

The stated goal of Academy participation was to assist early-career librarians in developing a set of leadership strategies that would help in their workplaces, and in the profession in general. Three other CALL members participated in the Academy: Tom Gaylord, Reference Librarian at Chicago-Kent, Todd Ito, Reference Librarian at the University of Chicago, and Deborah Darin, Reference Librarian at Loyola. The demographics were skewed towards female (27) reference librarians (31) at academic libraries (22), but there were public (4) and private (8) libraries represented, as well as technical services librarians (3), and gentlemen librarians (7) also participated.

As she did at the 2008 Academy, psychologist Dr. Barbara Mackoff spoke at both the Friday and Saturday sessions. She has written several books and been involved in leadership studies for AALL. An engaging speaker, Mackoff led us through exercises and discussions directed at helping us increase our self-awareness, and understand our communication preferences, so that we could be more effective in our current leadership roles (and those we encounter in the future). Prior to attending the Academy, we had several exercises to complete: a Myers-Briggs Type Indicator® assessment, a VIA Survey, writing a description of a current challenge we face in the workplace, and obtaining letters that describe our strengths from two people who know us well. Dr. Mackoff also assigned an impressive reading list of articles on leadership and self-awareness, which will surely serve as resources for each participant going forward.

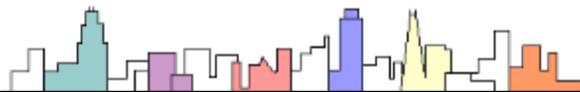
The foundation of the Academy was Dr. Mackoff's "Seven Signatures of a Leader," which are: Self-Appraisal, Inquiry, Invention, Connection, Persuasion, Intention,



The Hyatt Lodge in Oak Brook, site of the 2009 AALL Leadership Academy

and Conviction. For the Self-Appraisal Signature, we examined our life experiences and habits of mind to better understand our strengths, and what we have to offer as leaders. For this Signature, we also examined the results of our VIA Strengths Survey (<http://www.viasurvey.org>). The key to the second Signature (Inquiry), we learned, was a strategy developed by Professor David Cooperrider called "appreciative inquiry." Appreciative inquiry was a novel approach for most of us, as it requires framing questions positively, and focusing on the behavior we want to attain. We discussed the example of a tardy employee and, for most of us, it was very difficult to get beyond the reflex question of "Why are you late?" Ap-

continued on p. 33



My 2009 AALL Leadership Academy Experience *cont. from p. 32*

preciative inquiry challenged us to go beyond the problem and focus on the solution.

Friday afternoon, we discussed the Signature of Invention, which was fun, given its focus on creativity and innovation. We focused on both personal and group problems and used novel strategies to turn these problems inside out to look for solutions. My personal favorite was “reverse brainstorming,” where a challenge is reversed. With Invention, two questions to ask are: “How could I possibly cause this problem to become worse?” and “How can we achieve the opposite of what I want?” After outlining how things could be worse, I felt that tackling the problem wasn’t so bad after all. This exercise reminded me I did have options, including making things worse!

Connection was our focus on Saturday morning. For that Signature, we worked on understanding ourselves better so that we might work more effectively with individuals who have different strengths/preferences, both in terms of generation and personalities. Here we dissected our Myers-Briggs inventory reports and examined how the analysis shed light on our strengths. In particular, we focused on how some of our strengths can conflict with the strengths of others. For example, as Thinkers (most of us in the Academy were!), who prefer to see the bottom line in decisions and take criticism well, Dr. Mackoff challenged us to see the strengths of Feelers, who have strengths as diplomats and are generous with praise. We spent a long time on the Thinker side to formulate statements that would connect with the Feelers. It was quite challenging to step out of our roles as Thinkers to make sure our message was heard. With all the time we spent discussing our Myers-Briggs types, the discussion on

Persuasion (the fifth Signature) seemed rushed. Here we focused on value propositions (those 30-second sound bites we prepare for the administration) and increasing the visibility of our personal “brands,” as well as the unique value our departments/libraries have to offer.

We had only two hours on Saturday afternoon to discuss the last two Signatures, which left me feeling that they both got the short end of the Academy stick. The Signature of Intention focused on decision-making, and Dr. Mackoff introduced us to Edward De Bono’s “Six Thinking Hats.” We took a problem and looked at it from six different angles: overview, facts, emotional view, risk assessment, positive benefits, and new/provocative ideas. We then moved on to Conviction, the last Signature. We created a purpose statement for our roles at work, and then discussed how to keep our focus on our mission (so important in times like these!). We also had a few minutes to read the strengths letters we had asked others to write about us. There was not much time for reflection or discussion, which was unfortunate because these letters certainly could have generated fruitful discussion.

On the whole, the two-day retreat was a wonderful opportunity to recharge, meet colleagues, and focus intently on being a better leader at work and within the profession. I am very grateful to CALL for awarding me the grant that made my attendance possible. I would encourage CALL members new to the profession to consider applying to attend next year’s Academy, and I welcome any questions about the experience. I can’t say that much of what I learned about myself was new, but Dr. Mackoff’s approach of understanding how our strengths interplay with others’ strengths is a method that will augment leadership in all aspects of my life.

Photo courtesy of Hyatt Lodge

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This offer is only good until March 1, 2010. Additional shipping and handling charges apply for CD purchases.



TECHBUZZ

E-BOOKS AND THE LIBRARY COLLECTION: FRIEND OR FOE OR BOTH?

By Therese A. Clarke Arado

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Editors' Note: Therese Arado authored the text of the article, and Lyonette Louis-Jacques created the subsequent lists.

A recent project involving the location of foreign and international comparative law materials for a seminar class led me to, not so much a discovery, but the need to use materials I had not often used in the past. As I searched the online catalog attempting to gather all resources readily available to students on the Northern Illinois campus, I came across several entries listed as electronic resources. The items within this category were not online journals or links to a web resource where the information could be located; they were individual book titles.

I admit I love print. I like to hold the material in my hand and flip the pages back and forth. However, I recognize this is not always possible. The traditional online services with which we are all familiar are great for a good deal of legal (and other) research, and invaluable for certain daily tasks. When looking for material that falls outside of traditional legal resources, our tried and true services are not always the right choice though. What our university library subscribes to, among other e-book resources, is *ebrary*. Through its "Academic Complete" subscription, we have access to thousands of electronic titles. Simultaneous users are allowed, so generally the problem of a missing or checked out title is eliminated. About half of the titles in the *ebrary* database are from after 2003, about 30 percent cover 2000 to 2003, and another 20 percent are pre-2000. While the historical coverage of materials may be limited, there are several organizations that are providing historical content. In the legal research world, *HeinOnline* and *Gale Cengage*, among others, are digitizing older primary and secondary materials.

So, what is it about these electronic resources that is attractive to me? You get to see the book cover, in color. I know that sounds silly, but that is one of the ways I make a connection to the book. I can think about the material and, at times, recall something by remembering how it looked. When I am looking at the material, it looks like a book, not just digitized information. The pages replicate what I would see if the book was in front of me. Indexes are provided! The first thing I look for in any title, in print or online, is an index, and it is very frustrating when the online version of a text does not include an index, or if it does, it is in a very difficult format to navigate. So, for me and others I know, the indexes are a huge plus. Additionally, I was impressed with the ease of use. Many years ago, I saw the first of the e-book wave, and it was somewhat clumsy to use the products. The titles I was using for this project were very easy to use.

Are e-books the wave of the future? That debate has been going on for quite some time, and I will not hazard a guess as to the outcome. Do the newer versions of these materials have a useful place in libraries and research? Definitely. Simultaneous access lets multiple people look at the same title. In print, we would have to have multiple copies. Do we lose something by not having the title in print? Possibly. What happens if the e-book provider disappears? Who maintains the original work? Some electronic book service providers do give the library ownership of the material. This is helpful, but raises the additional problem of access format. If the library has electronic access to material, and after ten years the provider closes, is the proper equipment available to the library to still access the content that they own? These are all questions we have asked ourselves in recent years and must keep asking and finding answers. However, while we work to resolve some of the preservation and contin-

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TechBuzz *cont. from p. 34*

ued access questions, it is still important to evaluate the new formats and integrate them into our collections when practicable and possible.

There are still numerous issues related to e-books. Many of the pros and cons are enumerated below. Additionally, circulation and processing concerns are identified. There are a number of vendors providing electronic access in different ways. A list of some of them is provided below. Depending upon resources available, material from a number of vendors is needed to have substantial date and topic coverage. This may lead to additional training and maintenance requirements. Ahh... the ever changing world of information access!

E-Monographs: Pros and Cons

Pros

1. They save space.
2. No re-shelving of e-books.
3. Remote access to content. With the appropriate access, users can work with the materials from home, work, or even the beach.
4. Portable content. See “beach” above.
5. Possible content manipulation. Cut-and-paste, highlighting, annotating – all allow for ease of note taking and writing while using the resource. A related potential con – limits on cutting, pasting, and printing.
6. Changeable fonts. This can be very helpful depending upon the original font size. Increasing the font can make some texts far more readable.
7. For younger generations, useful, legitimate research materials in this format may be more acceptable. The format fits their comfort level.

Cons

1. Unclear if users prefer reading all monographs in electronic format. Reading an entire title this way can be cumbersome.
2. Unclear selection tools. How are we made aware of a new e-title? Will these titles be mainstreamed so that regardless of format a title’s availability will be known? Possibly through vendors like YPB notices or publisher e-alerts.
3. Expensive.
4. Hard to unbundle. Some of the e-book offerings are

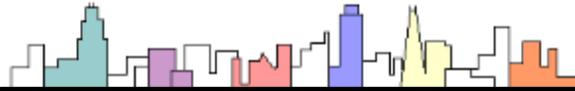
an all or nothing package. Selecting individual titles is either not possible or cost prohibitive. Monographs may be separated from journals, but not necessarily individual title selections.

5. No permanent access. Who is the owner of the title? Does the vendor archive editions, guarantee longevity of access?
6. Sessions timing out. Various security implementations on computers will cause the computer to time out. Additionally, the electronic access may have a time-out feature for inactivity. These features may interrupt the research process and cause the user to have to repeat various steps.
7. How do you spot a missing e-book? If a technology mishap occurs, an e-book may disappear. As with print publications, until someone wants that specific title, it may be difficult to determine the missing status.
8. Usage statistics. With simultaneous access, the title does not get “checked out.” Thus, the library may need to rely on the vendor for determining usage of titles. Reliance on an outside source for internal information may pose problems.
9. How to promote, publicize. A catalog search can link the user to the titles, but more promotion is needed to draw the users to the catalog initially.
10. Proper support. The use of e-books adds another level of support that is necessary in the library. This support is often provided by adding to the duties of current employees. It is necessary to determine whether additional resources need to be allocated to ensure access, compliance, and limited disruption in the use of e-books.

Issues in Processing and Circulating E-Books

1. Will an on order record appear for an upcoming e-title?
2. Do electronic books get a call number or not? How are they counted?
3. When an e-book is the type that can be “checked-out,” are additional resources (personnel, equipment, software) necessary to track its circulation, ensure return, or track a “lost” item?
4. How are overdue fees related to electronic resources handled? Are overdue fees eliminated with this type

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TechBuzz *cont. from p. 35*

of product?

5. Downloading, Terms of Use. Many electronic resources have restrictions on the amount of printing and/or cutting and pasting. Users have to be made aware of these restrictions and safeguards put in place to ensure compliance. This increases IT involvement.
6. URLs – if a URL is used, is it stable?
7. Appropriate customer support is necessary to troubleshoot problems.
8. Cataloging – multiple volumes of an electronic title may not be obvious in the record. Should the bibliographic records be batch loaded or not? Is there an additional cost for the bibliographic records? If records are not loaded into the catalog, another mechanism is needed to access the titles, and users need to be made aware of this method.
9. Selection considerations. Should the library carry a duplicate print title? Does this eliminate the need for multiple print titles?
10. How many steps before the user is able to access the text? Depending upon the vendor, the access steps may vary. Consideration of a uniform platform is necessary, but not always possible.
11. For e-books that circulate, are the circulation terms the same as print? Are the appropriate technologies in place to automatically return the book at the end of the circulation period, or does the borrower need to take action?

Sources for E-Monographs

Aspen (CCH, WoltersKluwer)

<http://www.aspenpublishers.com/>

Cambridge University Press eBook Collection

<http://www.cambridge.org/asia/eCollections/>

Hathi Trust

<http://www.hathitrust.org/>

HeinOnline Legal Classics

<http://heinonline.org/>

Irwin Law E-Books (MyiLibrary)

<http://www.irwinlaw.com>

Kluwer Law International eBook Collection

<http://www.kluwerlaw.com/OnlineProducts/>

LLMC-Digital

<http://www.llmc-digital.org/>

The Making of Modern Law (Cengage)

<http://www.gale.cengage.com/DigitalCollections/products/ModernLaw/>

MyiLibrary

<http://www.myilibrary.com/>

NetLibrary

<http://library.netlibrary.com>

Nijhoff E-Books Collections:

<http://www.brill.nl/brochures/e-books-LAW-v3.pdf>

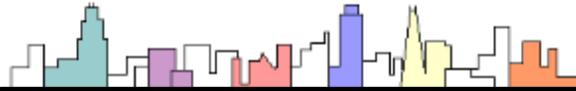
Oxford Scholarship Online

<http://www.oxfordscholarship.com/oso/public/index.html>

Just Released: New Edition of “How to Research a Legal Problem: A Guide for Non-Lawyers”

The AALL [Legal Information Services to the Public Special Interest Section](#) recently published a new edition of [How to Research A Legal Problem: A Guide for Non-Lawyers](#). This free, informative seven-page online guide is intended to help non-lawyers find legal rules that can resolve or prevent conflict.

Avoiding jargon throughout, the booklet covers the basic steps in legal research. It also describes basic sources of legal information, giving examples of legal encyclopedias, treatises, articles, codes, reporters, and digests. Download a free copy (or more!) today.



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Per CALL's Bylaws, Sec. 9.3, additional nominations may be submitted by written petition of at least ten members. These nominations, accompanied by written acceptances of the candidates, should be filed with the CALL Secretary no later than January 1, 2010. CALL Bylaws Sec. 9.2 provides: The Nominating Committee shall, each year, place in nomination the name of at least one candidate each for the offices of Vice President/President-Elect and Director. The Committee shall, in alternating years, place in nomination the name of at least one candidate for the office of Secretary or the name of at least one candidate for the office of Treasurer.

The Election will commence in February 2010 via electronic ballot.

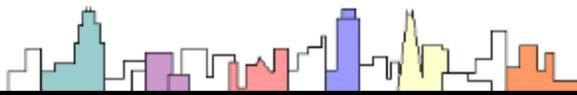
AALL2go Pick of the Month

AALL's Continuing Professional Education Committee presents the AALL2go pick of the month: [Who's Your Daddy? Corporate Disclosure Documents in U. S. and Canadian Law and Practice](#) – get a succinct overview of U.S. and Canadian securities legislation and documents.

This free, members-only program was originally presented by the Law Library Association of Greater New York (LLAGNY) in October 2007. Download the mp3 audio file to hear moderator Kelly Rodgers of GSI/Thomson and speakers Thomas Eikenbrod of Shearman & Sterling LLP and Ramandeep Grewal of Stikeman Elliott as they discuss securities research using SEC and SEDAR to demonstrate searching for documents in the United States and Canada.

Eikenbrod uses the Anheuser-Busch company as his U.S. search hypothetical, taking the audience through the SEC's Edgar database to examine 10K information of all kinds. Grewal looks conceptually at the Canadian securities regulation structure, revealing the differences in sources and terminology in Canadian and U.S. securities law research.

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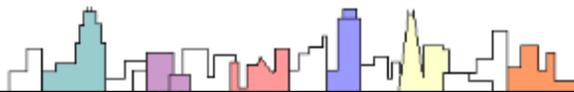
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CALL Meeting Schedule 2009-2010

Business Meetings

- September 24, 2009 (Thurs.)
- November 19, 2009 (Thurs.)
- February 26, 2010 (Fri.)
- May 19, 2010 (Wed.)



Details will be posted as they become available. Dates subject to change.

Executive Board Meetings

- August 11, 2009 (Tues.)
- September 15, 2009 (Tues.)
- October 20, 2009 (Tues.)
- November 10, 2009 (Tues.)
- December 8, 2009 (Tues.)
- January 12, 2010 (Tues.)
- February 9, 2010 (Tues.)
- March 9, 2010 (Tues.)
- April 13, 2010 (Tues.)
- May 11, 2010 (Tues.)