



Law Library Lights

A Collaborative Digital Project Across DOJ Offices

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Following the **Presidential Memorandum-Managing Government Records** (issued November 28, 2011), the Executive Branch has begun an “effort to reform record management policies and practices...”¹ On August 24, 2012, the **Memorandum for the Head of Executive Departments and Agencies and Independent Agencies** outlined a timeline for federal agencies to modernize record management and manage all permanent electronic records in an electronic format by 2019.² In February 2015, the United States Access Board released **Information and Communication**

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Technology Standards and Guidelines³ to reinforce Section 508 of the **Rehabilitation Act of 1973**⁴ and ensure the accessibility of electronic information content for all users, including persons with disabilities. As we all know, the federal government has been greatly impacted by its tight budget. While facing all these challenges, we were tasked, as federal government librarians, to help our agency to accomplish this important goal. Here we would like to share our experience in digitizing some of the U.S. Department of Justice records and documents.

Working Together to Identify the Agency's Needs

The Attorney General's Awards and Justice Management Division Awards projects were initially brought up by Janet Oberla, Head of Reference Services (retired) at the Dept. of Justice Main Library, while receiving reference requests on the availability of past Attorney General's Award programs. She was only able to find four documents in the Main Library Vertical File Collection, and she thought that these should be digitized so that the library staff could email them to requestors and preserve the original material. A Digital Access Services library technician delivered

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the original documents to the Digital Access Team work site.

When Joanne She, Digital Services Team Leader, received the four programs, she recognized them as important agency records, because the Attorney General's Award is the highest honor granted by the Attorney General, to "recognize employees of the department and several individuals from outside the Department who have made extraordinary contributions toward the accomplishment of the Department's missions, objectives, and initiatives." But since it is an annual event, where were the other A.G. Award Programs? Ms. She called Mr. Glenn Kivlen, Assistant Director of the Justice Management Division's Programs and Events Group. He agreed that this represented a great opportunity to improve the availability of some of DOJ's important history. With the agreement of her supervisor, Ms. She's team undertook the project.

Working On a Common Goal to Dig Out Agency Records

Taking a puzzle-solving approach, the Digital Access staff worked as a team to search award documents one at a time. With great support from the Programs and Events Group, nineteen Attorney General's Award programs were quickly found. Later, while searching through a storage area, an intern was able to locate more programs.

At last, fifty Attorney General's Award programs (from 1956 forward) as well as thirty Justice Management Division Awards programs back to 1983 were found (only the first two JMD Awards programs remain missing). Then, the project was quickly expanded from one collection to two collections. All of these efforts helped DOJ to preserve these important historical agency records.



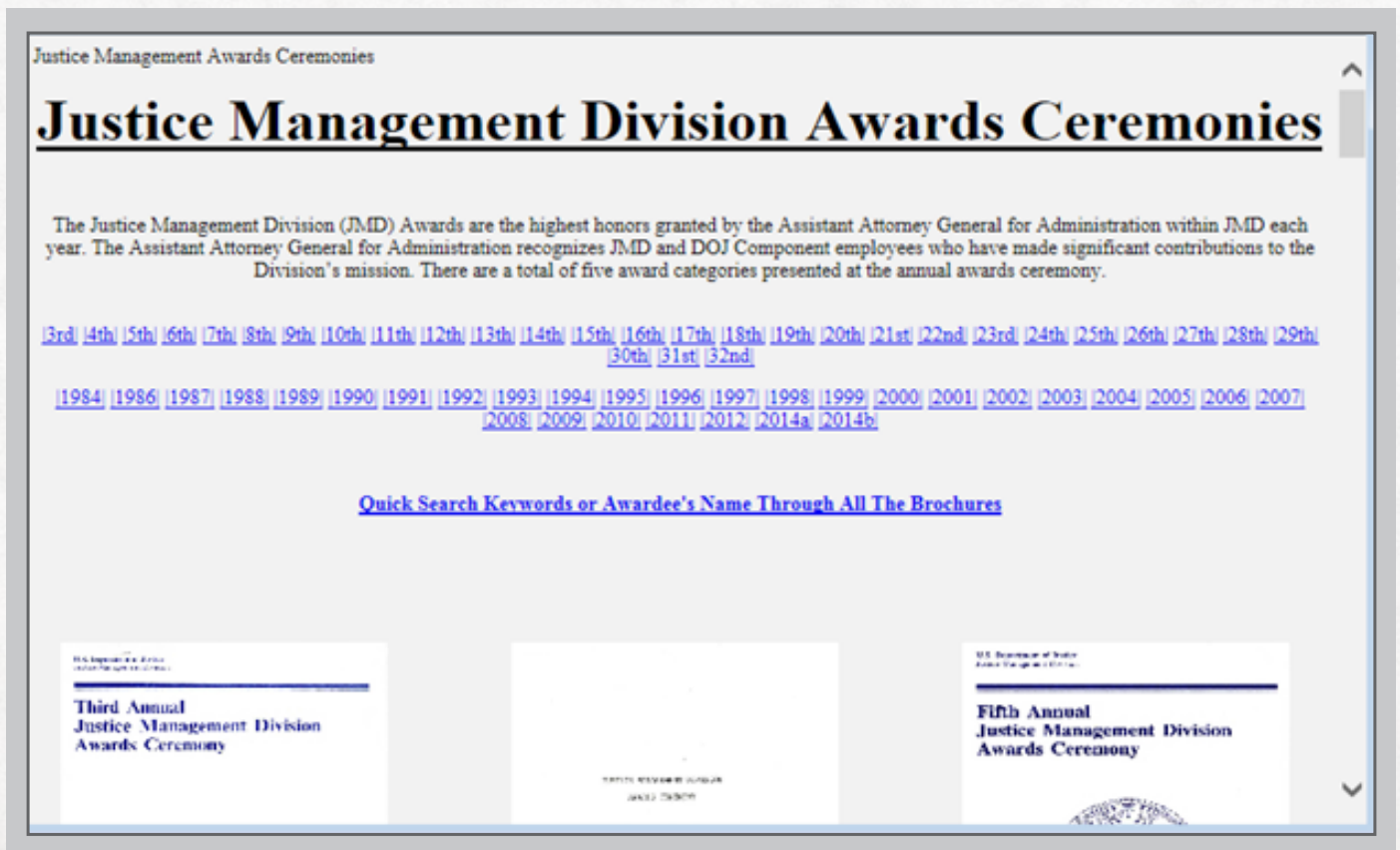
Using a Librarian's Professional Expertise Along With Technology to Manage Content and Provide Full Access

With the support of the DOJ Library management, the Digital Access Services Team (Lawana Gladney, Bryan Wagner, Andrew Williams, and Joanne She) quickly put these two projects into execution as priority work. Following federal Section 508 accessibility guidelines for text conversion, the team did extensive work to ensure the accessibility of the contents and compliance with Section 508 standards for visually impaired

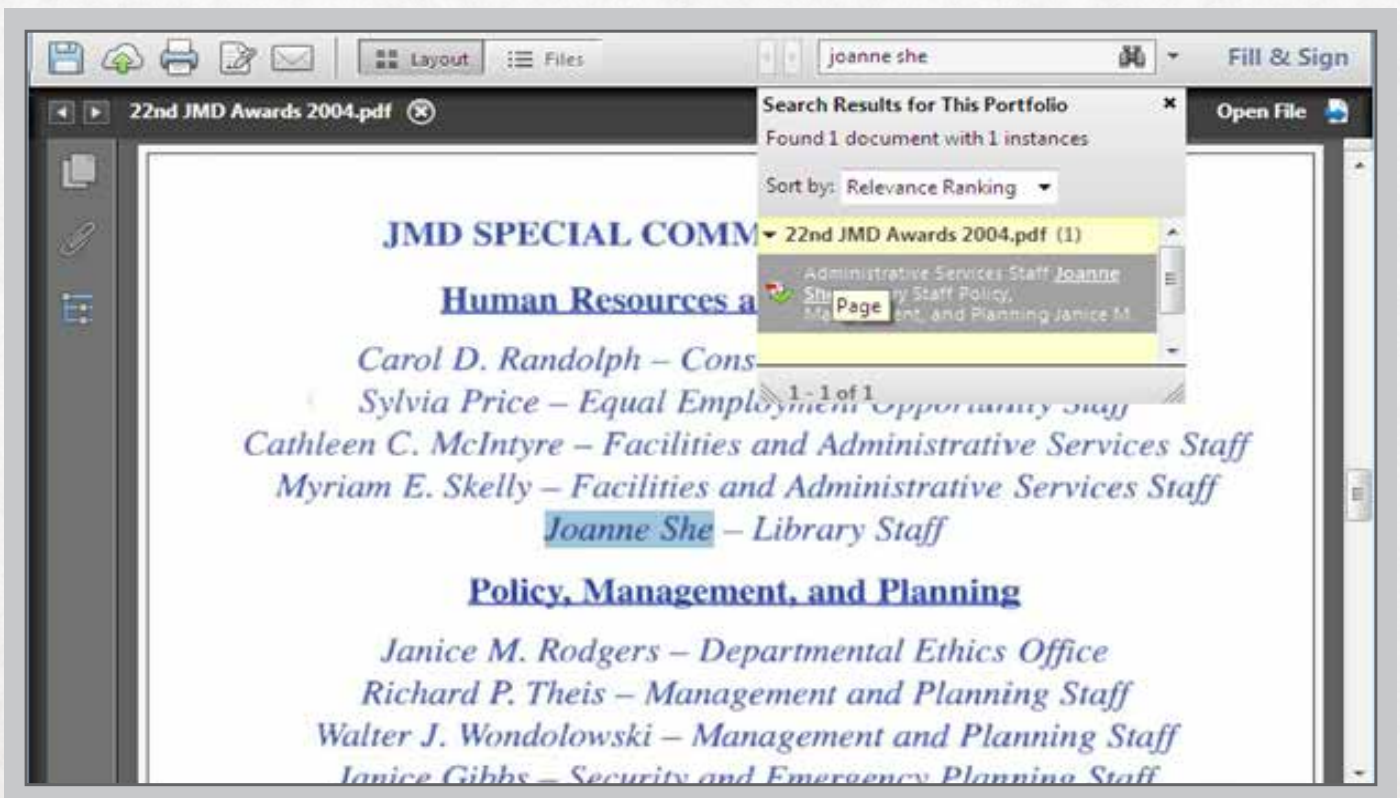
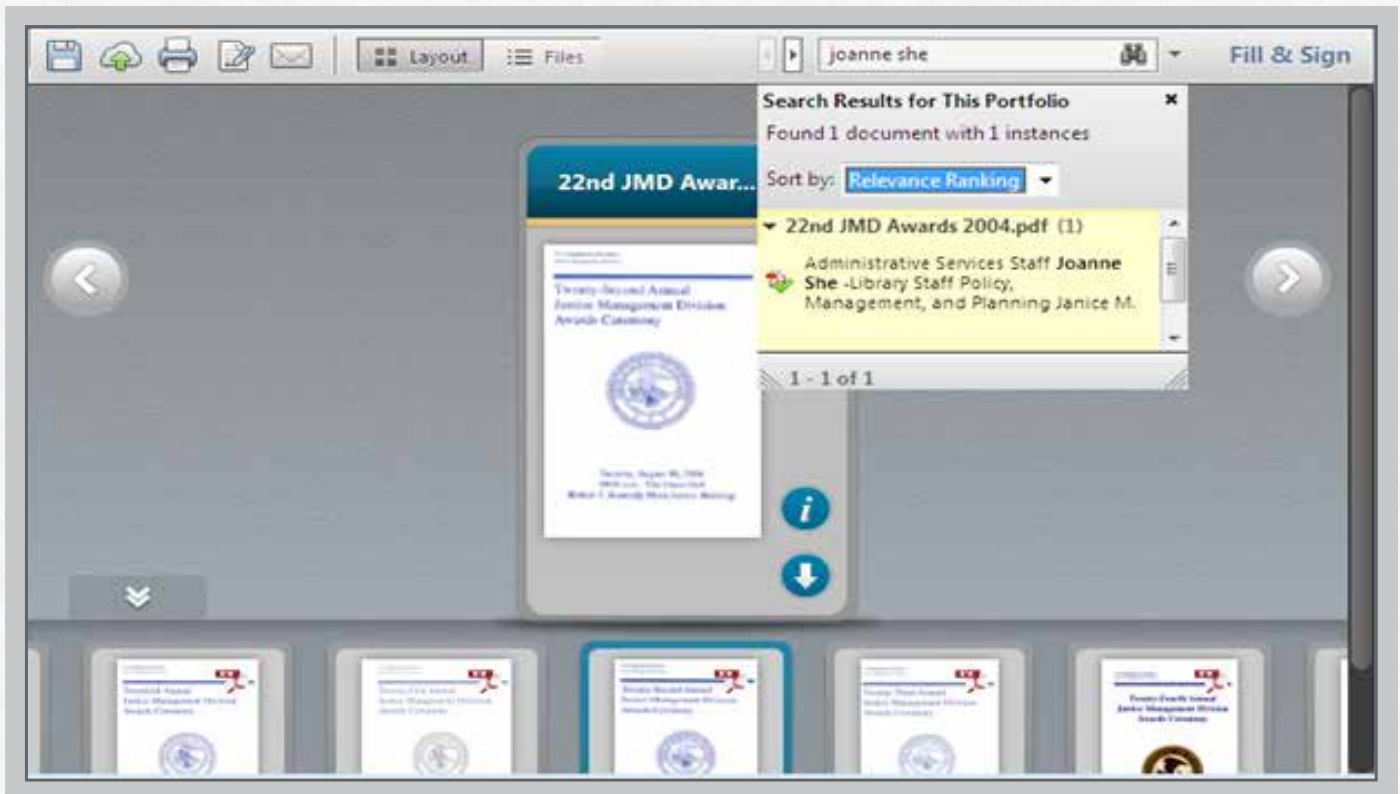
users. The team also created a finding aid in HTML5, which provided multiple ways to access the documents by using mobile devices. All the digital awards documents can be read by the Adobe reader, and also can easily be browsed or searched by all users.

Several screen shots below illustrate keyword searches, awardee name searches, and browses by session number, year or cover page, throughout the whole collection.

1. Screen shot of the finding aid of Justice Management Division Awards Ceremonies.



2. Screen shots of a sample keyword search: Users can search a keyword through multiple levels of all the brochures, not just on one document.



Once the work was completed, the Digital Access Services Team placed the new e-collections on a DOJ shared drive and the library's SharePoint site. Additionally, the team created DVDs for the Programs and Events Group. The Programs and Events Group then partnered with the Office of the Chief Information Officer to place these digital records on its intranet site for DOJ employees to view. Finally, Mr. Kivlen distributed a broadcast to all of the DOJ components to announce the new

database of ceremony programs. The success of the Attorney General's Award and JMD Awards projects confirmed that as librarians, we can use our expertise to assist our agency in digitizing government records in order to reach government goal, once we work together. ■

Notes

¹*Presidential Memorandum- Managing Government Records*, from Barack Obama, November 28, 2011. Retrieved November 30, 2015: <https://www.whitehouse.gov/the-press-office/2011/11/28/presidential-memorandum-managing-government-records>

²*Memorandum- Managing Government Records Directive*, For the Head of Executive Departments and Agencies and Independent Agencies, from Jeffrey D. Zients, Acting Director, Office of Management and Budget, and David S. Ferriero, Archivist of the United States, National Archives and Records Administration, August 24, 2012. Retrieved November 30, 2015: <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-18.pdf>

³*Proposed Information and Communication Technology (ICT) Standards and Guidelines*, United States Access Board, Retrieved November 30, 2015: <http://www.access-board.gov/guidelines-and-standards/communications-and-it/about-the-ict-refresh>

⁴*Rehabilitation Act of 1973, Public Law 93-112*, September 26, 1973, retrieved November 30, 2015: <http://www.usbr.gov/cro/pdfsplus/rehabact.pdf>

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From the Editor

Doing What We Do Best

Amy Taylor

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Happy New Year! We have a fabulous winter issue for you, full of articles and features on the topics of knowledge management and information architecture. Joanne She, Glenn Kivlen, and Signe Adams from DOJ kick off this issue with an article on how DOJ offices collaborated on a digital project. Ken Rodriguez from GW offers an essay on quick links and link permanence. Andrew Winston from the Law Library of Congress recaps AALL's recent Business Skills Clinic. Margaret Krause from Georgetown describes the library's recent conversion of their research guides to the LibGuides platform. Diana Donahoe, Jill Smith, and Matt Zimmerman, also from Georgetown, tackle e-publishing.

In our President's Column, Pam Lipscomb has written a moving tribute to her mentor, Bob Dickey. Anne Guha reviews *Knowledge Management for Lawyers*, and Jill Smith gives us an alternative to PowerPoint with a review of Haiku Deck in her Tech Talk column. Shannon Roddy has compiled member news and responses to the question: "What's the best book you read in 2015?"

Please start thinking about writing an article for our two remaining issues. The topic for the spring issue is "The Technology Issue," and the summer theme is "Year-End Round Up & AALL Conference Preview." We welcome articles on those subjects or anything else you want to write about. ■



Submission Information

If you would like to write for Law Library Lights, contact Amy Taylor at amytaylor@wcl.american.edu. For information regarding submission deadlines and issue themes, visit the LLSDC website at www.llsdc.org.



The “Quick Links” Myth and the Quest for Link Permanence

Ken Rodriguez

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“Quick Links”

Wait -- is that a “quick” link or a “slow” one you’re about to place on your site? Users prefer the quick ones, in case you hadn’t noticed, so bury those slow links somewhere on your site. Really deep, where no one can find them. Better yet, make the slow ones disappear altogether. (Cue ominous music and a “Mwahahaha!” or two as well.)

All kidding aside, why are we still using the term “Quick Links”? Sure, sometimes it seems as though some links actually are quicker than others. If you’ve ever used the link-checking program Xenu’s Link Sleuth, you may be tempted to believe it. By the time I’ve almost finished typing my expert Google searcher query (“hey, is Xenu’s Link Sleuth’s name meant to be ironic or what, and is it supposed to rain later today?”), Xenu’s has blown through 1,000 links and generated a detailed “Broken link report.” Talk about “quick” links!

Obviously there are many variables that affect users’ perceptions of Internet speeds, including bandwidth, network performance and congestion, server issues, and viruses and malware. Another one could be so-called Internet fast lanes, or paid prioritization of certain content, the lawfulness of which may be determined by the forthcoming decision of the D.C. Circuit, who recently heard oral argument in the net neutrality dispute United States Telecom Assoc. v. FCC, No. 15-1063.

At the risk of being called too literal-minded, I realize that the adjective “quick” in “Quick Links” isn’t supposed to mean “moving fast or doing something in a short time,” as oxforddictionaries.com defines it. We know and our users know that one hyperlink is no quicker than any other. So why use the term at all?

I completely understand the impulse behind it: we want our users to find the resources they need as efficiently as possible, and we’re concerned (or terrified) that they won’t find what they’re looking for quickly (or at all) in the pages and portals and guides we’ve spent so much time designing and editing. But “Quick Links” is such a vague label that literally any link could be on that page, whether duplicated elsewhere on the site or not. A library may have links to the catalog, library hours, and legal research databases on a “Quick Links” page, but maybe not. It could instead just as easily have links to the access policy, research guides, and the staff directory. Who can tell? And that’s the problem.

“But ‘Quick Links’ is such a vague label that literally any link could be on that page, whether duplicated elsewhere on the site or not.”



But by using such a vague label (although trying to be helpful), we force our users to spend time playing a guessing game, and they may get frustrated if the important link they're looking for wasn't deemed worthy for inclusion in the list of "Quick Links." Definitely not the kind of great service that we in the legal information business strive to provide. If we absolutely must create such a page of uncategorized links, how about naming it "Essential" or "Important Links" or "Frequently Used" or "Most Popular Resources"? You can likely come up with something even better, as each has its own issues, but it may be a step in the right direction.

If we're worried that our users won't find what they're looking for, perhaps we should develop robust and comprehensive search engines that work wonderfully well, rather than sit and watch our users go directly to Google when they're trying to find things on our site. But instead of simply using a vague catch-all label and saying, in effect, we surrender and now are waving the white flag of responsible information architecture and site navigation, let's spend the hard hours needed to design sites that our users -- and we -- deserve.

Link Permanence

In addition to wanting our users to find the resources they need quickly on our sites, we legal information professionals care deeply about the preservation of legal information. So it's great to hear that the Supreme Court of the United States recently joined the growing list of institutions taking measures to counter "link rot," or broken web links, which pose serious problems for legal researchers. As described on its homepage in the "What's New" section, SCOTUS will "preserve web-based content cited in Court opinions. To address the problem of "link rot," where internet material cited in Court opinions may change or cease to exist, web-based content included in Court opinions from the 2005 Term forward is being made available on the Court's website," on the [Internet Sources Cited in Opinions](#) page.

SCOTUS may have been spurred to action by the eye-opening article by Jonathan Zittrain, Kendra Albert, and Lawrence Lessig, "[Perma: Scoping and Addressing the Problem of Link and Reference Rot in Legal Citations](#)," which found that 50% of the links cited in SCOTUS opinions and 70% of the links in a sample of law journals no longer contained the cited material. One example they note is [ssnat.com](#), which was cited in a 2011 SCOTUS opinion, then subsequently became defunct, but was then revived and has now "become a commentary on the link itself." Visitors to [ssnat.com](#) now see a page that says, "Aren't you glad you didn't cite to this webpage in the Supreme Court Reporter at *Brown v. Entertainment Merchants Association*, 131 S. Ct. 2729, 2749 n.14 (2011). If you had, like Justice Alito did, the original content would long since have disappeared and someone else might have come along and purchased the domain in order to make a comment about the transience of linked information in the internet age."

And if that witty commentary on [ssnat.com](#) disappears, Zittrain, Albert, and Lessig have created a Perma.cc link to preserve it: <http://perma.cc/0gwuqRxEJJW>. Perma.cc, developed by the Harvard Library Innovation Lab, is a free online service and repository created to combat "link rot." When authors and journals specify web content to be preserved, Perma.cc archives the material and produces a unique link to an archived record of it. This content is hosted by Perma.cc and will remain available online even if the original source disappears. The Bluebook, for those who care about such matters, now encourages archiving Internet sources when a reliable service such as Perma.cc is available (see Rule 18.2.1.(d) of the 20th edition).

Currently, there are more than 145 institutions who use and support Perma.cc, including the Michigan Supreme Court, the Massachusetts Supreme Judicial Court, and 87 of the 206 ABA-approved law schools. Let's hope that more and more institutions take advantage of Perma.cc. ■



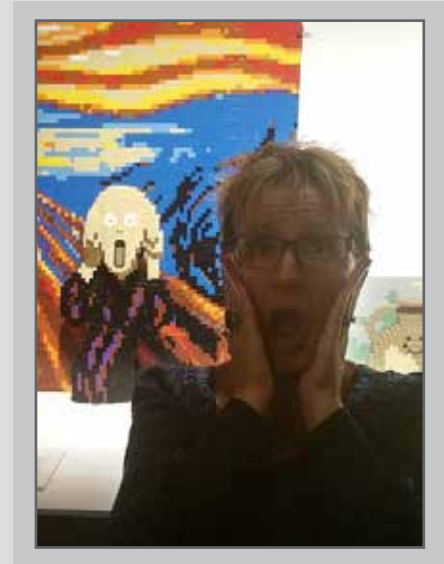
President's Column

The Unintentional Mentor

Pamela Lipscomb

Manager of Reference Services, Arent Fox LLP

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On December 31, 2015, Robert Dickey retired from Arent Fox LLP after thirty-five years. For eighteen of those years, he was my boss. He was also my mentor, something that he never set out to be, but because of the relationship we had, his impact on me was significant.

When I started working at Arent Fox, I was a year out of college, and the only real world experience I had on my resume was working for my college library. I took the job, never figuring it would be a career; it was just a way to earn a living while I figured out what I wanted to do. And then, Bob happened.

I started processing and routing the library mail, an all day job in the mid-1990s. I sat out front at the circulation desk, a great job for a newbie because I got asked a lot of questions and had to learn fast. As I honed my skills and got familiar with how the library worked, I craved other work. People moved on, and I would go to Bob and ask him to let me try their job. And so he did, and he would hire for my position instead.

We have done this dance four or five times over the course of my tenure at Arent Fox. Each time I asked to try something new, Bob would let me. If I had an idea about how we could do something differently, he would entertain it. He even let me bring the cataloging in house, because I had done it for a semester in college as a student worker and thought I could handle the small amount of cataloging we did.



President's Column, Continued

Through the years, Bob has counseled me, been a sounding board, and honestly, watched (helped) me grow up. Once he could see that I had a talent for librarianship, he made sure I cultivated it. He gave me his own brand of Bob advice.

He promoted me to a professional library position and then cajoled me to pursue my graduate degree in library science. I didn't relish the thought of going back to school, but he wouldn't relent. He told me that he saw me as a professional librarian, but if I ever left Arent Fox, I would not be able to get a comparable position. When I finally applied to and was accepted at Catholic University's Library School, he went out of his way to accommodate my studies. I had an extraordinarily flexible work schedule.

Arent Fox does not offer tuition assistance, but Bob worked with our human resources department so that when I finished my masters, I got a promotion to manager to accompany my new diploma.

Bob started planning for his retirement a few years ago and started grooming me to take his position at the same time. He encouraged my active involvement in LLSDC, knowing that it helped me grow as a librarian and leader. He made sure that our vendors knew who I was and that I took an active role in library decisions, from collection development to hiring. He pushed me out of my comfort zone with public speaking and training opportunities in his quest to make me the "face of the library." Up until his last day, he worked with me to make sure I felt confident with budgets, negotiating contracts, and day-to-day administrative functions.

I have now taken over for the most amazing boss I have ever known. He has taught me how to be a librarian, and more importantly, how to be a good manager. He has been an incredible mentor, because he was open to new ideas, encouraged creativity, and challenged me to keep doing more.

Bob became my mentor not because he set out to be, but because he saw something in me and decided to encourage it. We all know a young, talented librarian who shows potential. All it takes is a little attention to help them flourish. Be a sounding board, share your experience, and lend a hand when they need it. Mentorship doesn't need to be intentional or formal. Sometimes the best ones were never planned.

I'm going to strive now to be such a mentor, to learn from the man who taught me so much. Won't you join me? Let's share our knowledge and give a new generation of librarians the vision to see themselves as more than they are now. ■



Georgetown Law Research Guides — A LibGuides Conversion Story

Margaret Krause

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The Journal of Information Architecture defines IA as the “professional practice and field of studies focused on solving the basic problems of accessing, and using, the vast amounts of information available today.” Research guides are a primary mechanism for accessing and using information at Georgetown Law, and when the library considered converting its research guides from its content management system to the [LibGuides platform](#), there were a number of architectural questions to consider. The number one concern was ease of access for our students and other users. Since Georgetown offers more than 200 guides, an alphabetical list could get unwieldy.

Using Groups on LibGuides, we were able to organize the guides into six major areas: U.S. law, foreign and international law, the research process, legal history, introductory and non-legal topics, and treatise finders. Within the U.S. law section, we further separated the state-specific guides from the substantive U.S. law guides. We also made a point of adding our guides to our library catalog, so users can simply search for a topic (e.g., environmental

law or tax) with the words “research guide” and be directed right to the guide on our website.

While the LibGuides platform is ubiquitous in the library world, Georgetown wanted our implementation to be unique. We weren’t in favor of simply using the platform straight out of the box, and thankfully, with our electronic services librarian involved, we were able to customize the research guides and seamlessly integrate them on our content management system. We used the side bar navigation tools on LibGuides to help the guides mirror the library’s website.

By designing a template for the guides, we were able to customize the look and feel, so that

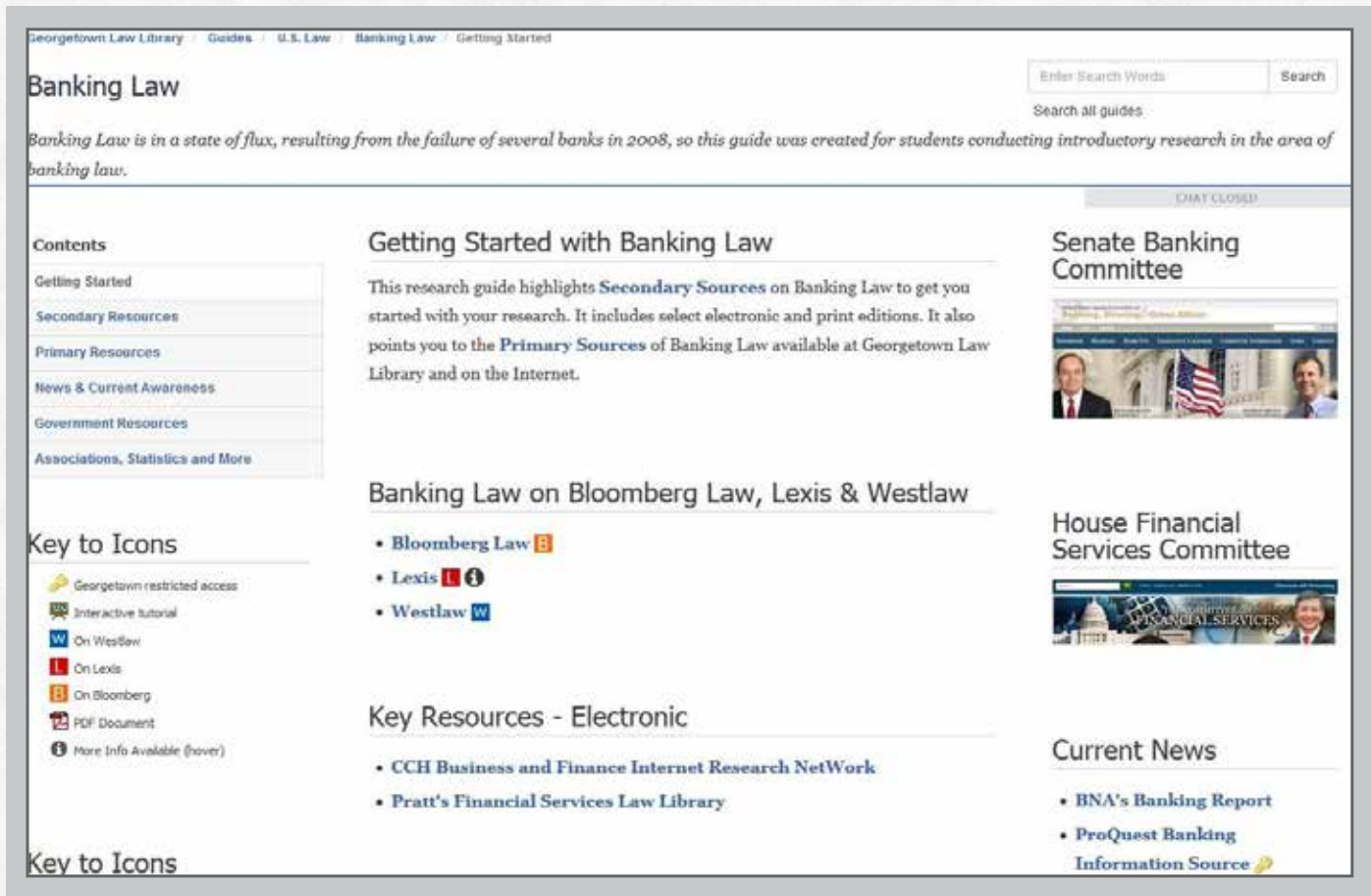
“The number one concern was ease of access for our students and other users. Since Georgetown offers more than 200 guides, an alphabetical list could get unwieldy. ”



we could differentiate the substantive research guides from the treatise finder pages. After receiving student feedback, we also made the decision to have the first page of each guide be a “getting started” page with links to the most useful resources and material. Students wanted a one-stop page, while the librarians didn’t want to lose the in-depth information throughout our guides.

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As we update the guides, we are working on implementing this student suggestion by creating a “getting started” page for all of our substantive guides:



While we had hoped the conversion to LibGuides would be a quick implementation, we were naïve in estimating the time necessary to do the behind the scenes work of thinking about the hierarchical structure and assigning groups to each guide. It was easy to determine that a newspaper research

guide was non-legal, but did the statistics guide belong in the non-legal or research process category? In other words, our groups are not perfect, but they do provide a structure, which we hope eases accessibility.



With numerous librarians working on our guides, the architectural structure helps the guides look similar no matter who is working on them. This is a necessity in a library as large as Georgetown. We've also produced a research guide manual for the librarians to use when updating or creating a new guide to facilitate organization and maintain consistency. While each librarian has the ability to customize a guide, using the same template regulates the guides. The excitement of LibGuides lies in the ability to incorporate tutorials and images easily throughout our guides, and we look forward to that as we update our collection.

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When we highlight a resource such as “court documents on Bloomberg Law,” it is helpful to have a quick demo for the students who have never used Bloomberg to locate court documents before.

Briefs, Oral Arguments and Other Court Documents Research Guide

This guide collects sources for briefs, oral argument transcripts, dockets, and other documents from state and federal appellate and supreme courts.

Contents

- Getting Started
- Briefs
- Oral Arguments
- Other Research on Locating Briefs & Oral Arguments
- Brief Writing & Oral Advocacy Guides
- Other Court Documents

Other Court Documents

Historically, most court records have been available for public access, but this usually meant contacting the Clerk of Court in person to obtain dockets, pleadings, etc. The advent of electronic case management systems has resulted in many court documents now being more readily accessible on the Internet. It is important to remember though, that you will not be able to find all court documents online and many of the services are fee-based. With that in mind, these web resources are a good starting point for obtaining court documents, as they will direct you to what is available electronically and provide contact information for the courts to obtain additional material not electronically available.

Key to Icons

- Georgetown restricted access
- On Westlaw
- On Lexis

Other Court Documents

- Bloomberg Law
- FDsys.gov
- PACER (Public Access to Court Electronic Records)

Court Documents on Bloomberg Law

GEORGETOWN LAW LIBRARY

Retrieving Court Documents on Bloomberg Law

These knowledge management tools can assist the students 24/, providing seamless access to the librarians’ expertise.

While LibGuides is a work in progress at Georgetown, we are most pleased with the outcome of the new platform. With some forethought and architectural planning, we were able to ease the implementation process. ■



Member Spotlight

Shannon Roddy

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Pamela Lipscomb

As of January 1, 2016, Pamela Lipscomb will be the Director of Library and Research Services at Arent Fox LLP. Robert Dickey, the current Director of Library Services, retires December 31, 2015, after 35 years at the firm.

Ann-Marie Cabic

Ann-Marie Cabic is a new Research Analyst at Morrison & Foerster LLP.

Amelia Nuss

After almost five years of being a reference librarian at the Executive Office of the President, Amelia Nuss started at the Department of Justice as a Research Librarian at the end of June. Amelia is working with several groups within the Civil Division.

Kristina Alayan

In June, Kristina Alayan started at Georgetown as the new Head of Content Acquisitions & Management. Though originally from Portland, Oregon, Kristina moved here from Durham, North Carolina, where she was the Foreign & International Law Librarian at Duke for five years. After some unexpected housing complications, Kristina is looking forward to settling in and starting to explore what DC has to offer with her family—which consists of her husband and five rescues (three dogs and two cats). Kristina would be happy to hear suggestions from folks about where to begin!



Member Spotlight, Continued

Member Question

What is the best book you read in 2015?

The Fall of the Ottomans: The Great War in the Middle East by Eugene Rogan. Densely written, lots of education told with a storyteller's talent, this is a terrific book to read slowly and thoughtfully over the winter months ahead. Great exposition of the complex history of this complex, Asian/European country, and especially timely with the current friend/foe relationship with the U.S. and the Middle East.

—**Edward O'Rourke, Manager of Library Services, Baker Botts, LLP**

I don't think I can narrow down my favorite book to one, but I'll give you my three Goodreads 5 star reads for the year. The first one I read in the winter: *All the Light I Cannot See* by Anthony Doerr. It is beautifully written and a great story. In September, I read *A Little Life* by Hanya Yanagihara, which is devastatingly brilliant and worth all of the awards it is nominated for. Last month, I finally read *The Night Circus* by Erin Morgenstern. I loved the vivid imagery. Happy reading!

—**Pamela Lipscomb, Manager of Reference Services, Arent Fox LLP**

While there's still time left in 2015 to usurp this, I was completely devastated (in a good way!) by *A Little Life* by Hanya Yanagihara. It's a beautifully written novel about a group of friends that slowly builds to a detailed study of one character's inability to deal with his painful past. That quick blurb doesn't do it justice, but it was the best and most emotional thing I've read in 2015 and maybe even in this decade.

—**Arlene Fletcher, Competitive Intelligence Librarian, Crowell & Moring LLP**

My best book of 2015 is *Old Filth* by Jane Gardam. The whole Raj orphans series is fantastic.

—**Leta L. Holley, FEC Law Library Director**

I cannot limit it to one book, but this series and book have made me think: start with *Jar City* by Arnaldur Indridason and keep reading. This series provides not only twists and turns but also asks you to think about the legacy of a crime. The other book I would recommend is *Between the World and Me* by Ta-Nehisi Coates. The author's letter to his son is an intellectual journey that is important in our times.

—**Charlotte Osborn-Bensaada, Legislative Librarian, Thompson Coburn LLP**



AALL Business Skills Clinic: Performance Measurement

Andrew M. Winston

Legal Reference Specialist, Law Library of Congress, awin@loc.gov

The first AALL Business Skills Clinic was held on October 16-17, 2015 in Chicago, Illinois, and I was fortunate enough to attend, supported by a registration grant from LLSDC. The clinic covered a range of business topics, such as negotiation, marketing, strategic planning, and labor and employment law issues. All of these sessions were valuable, but one was a true eye-opener for me: *Performance Measures for Law Libraries*, presented by Bob Oaks, Chief Library and Records Officer for Latham & Watkins LLP.

Using ideas from *The Economic Value of Law Libraries* ("Report"), the report issued in January 2015 by AALL's Economic Value of Law Libraries Special Committee as a foundation, Mr. Oaks covered how to measure law library performance, methods for calculating law library value, and ways to report performance and value effectively to stakeholders. The following is a review of key concepts addressed in the presentation, with some additional insights drawn from the Report, along with my own observations.

Who is your stakeholder?

The term "stakeholder" is one that many of us have encountered before in other contexts, but it is worth spending a few moments understanding how it is used in the Report, because that definition

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underpinned much of Mr. Oaks' discussion. The Report defines a stakeholder "as someone with direct impact on the budget or strategic planning with direct or indirect oversight of the library." (Report, p. 5.) Thus, in order for measurements about the law library to be useful for the library and the organization it serves, they must be intelligible and meaningful to the people who exercise control over the library's funding and planning.

Who are our stakeholders? In a law firm, the library's stakeholder might be a designated partner of the firm, or in a firm with a more corporate structure, the chief operations officer or other executive. In a law school, the stakeholder might be the school's dean, perhaps in conjunction with a faculty committee. In a government agency or body, possible stakeholders might include a judge or judges, members of a legislature, or an agency official. In each setting, influential individuals might not appear above the law library director on an organizational chart but could nevertheless wield enough influence to qualify as stakeholders. Many of us are likely acquainted with a powerful and vocal law firm partner, professor, or bureaucrat who fits that description.

What should you measure?

Mr. Oaks first challenged the Business Skills Clinic attendees to think about why law libraries should measure their operations in the first place. Are we doing so defensively, to justify the library's existence or current scope? Or offensively, to build a case for expanding services or increasing resources? Each purpose has its place, but we should determine what we are trying to accomplish before deciding on metrics.

"Mr. Oaks first challenged the Business Skills Clinic attendees to think about why law libraries should measure their operations in the first place. Are we doing so defensively, to justify the library's existence or current scope? Or offensively, to build a case for expanding services or increasing resources?"

We then discussed the concepts of "micromeasures" and "macromeasures." Micromeasures are things that we *can* measure—but we need to consider whether those metrics truly help the law library support the mission of its organization. Macromeasures are things we *should* measure—they are aligned with the goals of the larger organization. Micromeasures quantify things we can readily count: tangibles, finances, and services.

Tangibles might include items like books, database subscriptions, floor space, shelf space, and the like. The term finances involves expenses relating to operations, personnel, and capital, as well as revenue from hours billed and collected, membership fees, service fees, or other income sources. Services metrics include measurable aspects of research and training services and community programs, such as number, frequency, and attendees. Macromeasures, in contrast, might not be so close at hand, but are designed to respond to the following questions: How am I benefitting the organization? How am I adding value for those with whom I work? How do I make my stakeholder(s) happy?



Four questions can focus us on what information to gather. One, what is important to our organization's mission? For a law firm, this will likely be generating revenue through billable hours. Other organizations will have different priorities, of course. Two, who is our stakeholder? Remember that for purposes of this discussion, the term "stakeholder" focuses on individuals with a significant impact on the law library's budget and hiring—likely the person to whom the law library director reports. Three, what is important to your stakeholder? And four, who influences your stakeholder?

Appraising the law library's contributions to its organization's success does not always require mathematical precision. We can also use success anecdotes about the library, as well as testimonials by happy library users. Anecdotal and testimonial indicia of performance do have limitations: they are singular or episodic, rather than consistent. Numbers may, in comparison, appear to be unbiased evidence. Numerical measurements are also useful for trend analysis in a way that positive stories and feedback are not. With these limitations in mind, though, anecdotal and testimonial performance tracking can be a powerful way to communicate the law library's

value to stakeholders. And we should not, Mr. Oaks counseled, be reluctant to ask for testimonials from happy users, particularly those whose opinions carry weight with our stakeholder(s).

Returning to the distinction between what we *can* measure versus what we *should*, Mr. Oaks provided specific examples from the law firm library he directs. He rarely measures circulation, interlibrary loans, reference questions, or patron visits. Instead, he focuses on five things:

1. expense (and budget variance),
2. expense/revenue (cost recovery for databases),
3. revenue (hours billed to clients by the law library),
4. staff headcount, and
5. square and linear footage.

He also uses anecdotes about law library successes, praise the library has received, and new client matters in which the library has played a positive role.

“Anecdotal and testimonial indicia of performance do have limitations: they are singular or episodic, rather than consistent. Numbers may, in comparison, appear to be unbiased evidence. Numerical measurements are also useful for trend analysis in a way that positive stories and feedback are not.”

How do you value your law library's performance?

There are several methods for calculating the value of a law library's services to its organization. Cost/benefit analysis and return on investment analysis are two that are often used. They can be of limited utility for law libraries, though, because determining the dollar value of the services the law library provides can be highly dependent on the



context of a particular organization, and that value may not be given much weight by stakeholders. Two other methods that are more useful for law libraries are contingent valuation and impact of services valuation.

Contingent valuation examines how a law library's users would cope in the absence of the library and its librarians and other information professionals. Lawyers, judges, and professors would find themselves navigating unfamiliar resources, taking more time and retrieving fewer relevant results, or merely searching on the open web and making do with lower-quality results found there. Contingent valuation, as this methodology suggests, results in a narrative about the value of library services, rather than a dollar figure for value.

An impact of services analysis evaluates the law library's contribution to the organization, particularly in terms of the amount of time the law library saves for the organization's personnel, and the cost savings achieved by the library by researching more efficiently and using the least expensive resources available.

What is the best way to report your law library's performance?

Once you have determined the most effective way in the context of your organization to measure and value your law library's performance, how do you communicate that information to your stakeholder? We discussed three formats for reporting. The first is the "tearsheet"-style report—short enough to be delivered in the course of an elevator ride and providing a concise summary of fundamental metrics. The second, the executive

"Contingent valuation examines how a law library's users would cope in the absence of the library and its librarians and other information professionals."

summary, is a more detailed but still summarized report that could be read and absorbed in a taxi ride across town. The third, the dossier, is a full report of all of the metrics that you are using for the law library. Different stakeholders will prefer different reporting methods, but each has its place. Mr. Oaks also suggested a mixture of verbal and written reporting, using numerical measures in conjunction with narrative to provide context. As noted in the Report, most stakeholders surveyed preferred a formal meeting along with a written report. (Report, p. 31.)

Want to learn more?

You can find additional guidance on selecting appropriate measures and reporting methods in the Report. Although the Report does not offer a formula for performance measurement that can automatically be applied to every law library setting, it includes feedback from library directors and their stakeholders on what metrics, valuation methods, and reporting strategies work in law firm, governmental, and academic law library settings. The Report should be valuable for directors and managers wishing to refine their measurement and reporting, as well as aspiring library leaders who want to start thinking about and preparing for library performance measurement and reporting roles. ■

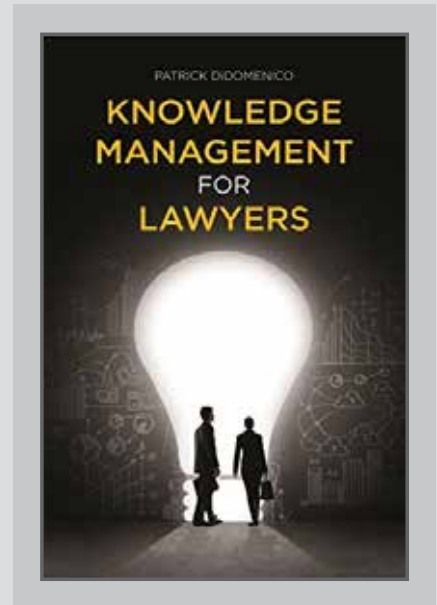


Book Review

Patrick V. DiDomenico, Knowledge Management for Lawyers (Chicago, IL: ABA Publishing, 2015)

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This issue's theme is knowledge management (KM) and information architecture, and what better excuse for me to take a look at this brand new offering from the American Bar Association. Author Patrick V. DiDomenico, recipient of the 2013 International Legal Technology Association (ILTA) Knowledge Management Professional of the Year Award and publisher of the LawyerKM blog (www.LawyerKM.com), is a former litigation attorney who transitioned into a career in knowledge management in 2005. I came to this book a complete novice to the field of KM but hoped to learn more about the increasing role that KM is playing in law firms and legal departments, as well as to better understand how KM is related to (or, I suspected, often intertwined with) the work of law librarians, whether formally or informally.

The stated goal of DiDomenico's book is to provide an overview of "how knowledge management can benefit lawyers," including addressing "what knowledge management is about, why law firms and law departments should consider investing their time and resources in knowledge management efforts, and how to take action towards those efforts" [p. xi]. While the book allows that its topic "should be interesting to almost anyone in the legal services industry" [p. xi] (hey – that's us!), it is explicitly geared towards two categories of readers, which the author dubs "Lawyer Leaders" and "Administrative Leaders." Lawyer Leaders are defined as lawyers with some leadership role in their organizations — partners, practice group leaders, executives, members of workplace committees, and the like — and Administrative Leaders as "those mid-to-high level administrators who are charged with operating the business of the law firm or legal department," such as management staff or members of KM departments [p. xi].

Book Review, Continued

Each of the book's twelve chapters begins with a description of the "target audience" for that chapter, defined principally in terms of these two categories of readers. (For example, a chapter dealing with a more in-depth or "in the weeds" KM topic might note at the outset that it is primarily Administrative Leaders who will want to read it through, but it might also highlight specific sections of the chapter that Lawyer Leaders would also benefit from skimming.)

Each chapter also begins with a "chapter preview" styled as a succinctly-stated, numbered list of what are essentially learning objectives for that chapter. (For example, in Chapter 2 one such item reads, "You'll learn how knowledge management initiatives and techniques can deliver mutual benefits to clients and law firms" [p. 25].) Chapters also end with "key points," a bulleted list of points that summarize the substance of the foregoing chapter. Taken together, these features make it very easy for a busy reader to determine where she should spend her time and attention or to get a quick sense of a chapter's content without necessarily having to dive in.

So what is knowledge management? An early section of the book is dedicated to explaining how elusive a single definition can be. Instead, DiDomenico discusses the major themes and elements of KM and provides a number of different definitions articulated by both legal and non-legal KM experts for the reader to compare and consider. He explains: "What doesn't really matter is whether we can agree on a universal definition of KM that is acceptable

to everyone across all industries and fields. It is more important that we understand what KM is *about*" [p. 4, emphasis in original]. For DiDomenico, "[l]egal knowledge management, at its core, is about improving the practice and business of law" [p. xi] and about "*creating value* for clients in a way that is also beneficial for law firms" [p. 26, emphasis in original]. His introductory discussion of KM is wrapped up by providing three "catchy mantras" that he employs when explaining KM to attorneys, and he devotes a couple of pages (and some helpful graphics and visuals) to explaining the meaning and significance of each to his reader. In short, these three "mantras" are:

- 1. "Knowledge management is about getting the *right* information to the *right* people at the *right* time."**

The author acknowledges that librarians and information management professionals, among other groups, have also used some variation of this slogan to describe their work. He proceeds to discuss the concept of information overload and the duty of the KM professional to "provide lawyers with the tools, techniques, tactics, terms, and methods for dealing with the inundation of information" [p. 14]. No doubt this sounds familiar to many of us!

- 2. "KM is about who we know, what we know, and how we do things."**

How do we capture and harness the collective knowledge of individuals in our firms or departments – particularly when they



Book Review, Continued

consist of hundreds of attorneys and other legal professionals – and implement practices, procedures, and technologies to maximize that knowledge?

3. **“Knowledge management is about connecting people with people, connecting people with knowledge and information, and the processes, procedures, and technologies required to make those connections.”**

This tenet is the author’s favorite of the three due to its emphasis on connections. He explains how this mantra actually incorporates each of the previous two in his opinion.

The first four chapters are all essentially devoted to explaining different aspects of what KM is, its role, its value, and trends in KM, particularly in the legal arena. Thereafter DiDomenico dives into chapters that deal with implementing KM in your firm or organization. He notes that KM may go by many names, including “practice support,” “client support,” and “professional services” [p. 35]. He often brings in and addresses larger trends and changes in the legal profession as a whole, particularly those resulting from the global financial crisis of 2007-2008, and posits that KM – by whatever name – has enjoyed a resurgence of popularity due in part to heightened pressure by clients for greater value and efficiency in the provision of legal services. For example, he points out that firms are increasingly confronted with RFP (requests for proposals) questions that relate directly to the firm’s KM practices.

Although certainly useful for those like me who simply want to better understand KM in law, the book is geared primarily towards those who might be seeking to design and implement a KM program or strategy for the first time. As such, it consciously rejects entanglements with issues the author finds overly theoretical. DiDomenico writes, “There is nothing wrong with slow, contemplative thinking. I highly encourage it. But these days, law firms are fast-paced, high-pressure environments where you need to make your point, make it quickly, and make it count. If you can’t communicate your point simply, quickly, and meaningfully to a busy lawyer, then you’ve missed an opportunity that you may never have again” [p. 5].

He is, for the most part, successful in taking his own advice, placing the emphasis squarely on the practical, employing clear language with minimal jargon, and organizing and chunking his material in such a way as to make it easy to navigate and to digest. Helpfully, he also makes liberal use of real-life examples and case studies throughout the book, describing the organizational structures, practices, and features of KM departments in firms and organizations of various sizes in multiple locales around the world.

An appendix provides even more examples of KM implementation efforts and organizational structures in law firms. A second appendix provides the personal stories of how several KM professionals got their start in the field (most of them JDs and former practitioners).



Book Review, Continued

A major theme throughout the book is that the form a successful KM initiative takes in a specific organization depends greatly on that organization's unique goals, context, and culture. "Each organization will have a different approach, and people with different backgrounds will have different ideas about what is important for a KM program," DiDomenico writes [p. 52]. To help guide readers, he provides advice for finding out what your organization's needs are and developing a KM mission, vision, and strategy that suit those needs. He also offers guidance on building a KM team and such concerns as where in the organizational structure a KM group should ideally be situated. Importantly, the book also addresses how KM relates to legal project management and to the rise of practice/professional support lawyers (PSLs).

More than once DiDomenico acknowledges that implementing a truly successful KM program can be challenging: "In one respect, sharing or transferring knowledge is simply a matter of setting up systems or processes to enable it to happen. But on another – more fundamental – level, sharing and transferring knowledge is a cultural challenge" [p. 9]. DiDomenico addresses the element of organizational culture at various points throughout in the book as well as strategies to help foster and achieve a KM-friendly culture. Change management, specifically with respect to implementing KM in a legal environment, is also given its own dedicated discussion in chapter eight.

Although he does briefly discuss the ever-dominant SharePoint, DiDomenico avoids advocating for specific software or products in his book. In fact, he repeatedly stresses that KM is about much more than a technological solution, explaining early on that "KM is not about technology, software, or the next fancy app," [p 34] and emphasizing again later in the book that "KM is not about technology; in fact, it is more about people and processes than it is about technology" [p. 131]. His chapter on technology tools is therefore more an overview of categories and types of KM-related technologies, such as intranets, wikis, extranets, enterprise search systems (ESS), and search enhancement applications. DiDomenico explains the role and value of category and provides advice and tips on their features and design but does not recommend specific tools or software solutions.

DiDomenico does not discuss the role of libraries at length in his book, but he does devote a brief section in chapter four to the role of libraries and librarians in KM, in addition to mentioning libraries or librarians from time to time in other areas of the book. I'm sorry to say that, while there were a few highlights, overall I found his discussions of libraries dissatisfying. He notes that "library integration with KM is common" and admits that the skills of librarians are often shared or "very similar" to those of various KM professionals, that "many of the skills [librarians] possess are directly transferrable to knowledge management," and that "librarians are not only willing to assist with KM initiatives,



Book Review, Continued

but many welcome – and even pursue – the opportunities” [pp. 83-85]. Yet he somehow defines librarianship as distinct from KM for the reason that the former is “focus[ed] on external resources,” whereas the latter is concerned with “internal content” [p. 82]. Surely this is an overly simplistic conception of what a great many law librarians actually do for their organizations.

He also writes that there is “potential” for librarians to be involved in administrative functions outside of KM (such as data analytics and others) [pp. 85-86], without seeming to realize that librarians already can and do collaborate in many contexts outside of what might have been traditional ten or twenty years ago. While DiDomenico frequently advocates for a fluid, flexible, and evolving conception of his own field, his understanding of the work of librarians comes off as quite limited and penned in by outdated notions.

As I read, I could not shake the feeling that he was painting librarianship as a sinking ship from which a few enterprising practitioner-passengers may be able to find a lifeboat in KM or other departments, rather than seeing our field as fluid and evolving, inherently overlapping with and complementary to KM and other firm efforts.

DiDomenico spends a good portion of his second chapter refuting claims that “KM is dead” by arguing that this pronouncement stems from a misunderstanding of KM, that “a reason for premature reports of KM’s demise is that some confuse death with an identity change

or makeover,” that “KM is an amorphous field” whose “borders are not bright lines” but rather “are blurred and ooze into and blend together with other fields” [pp. 33-35]. These arguments will no doubt sound exceedingly familiar to us, and I found it disappointing that DiDomenico did not seem to bring as much nuance to his understanding of librarianship or find kinship in our similar struggles to help others understand our value.

Having little to no familiarity with KM prior to reading this book, I did find it accessible and useful in providing a foundational understanding of the role KM can and, I was convinced, should play in the legal field. The book will be particularly useful to those who are interested in advocating for or spearheading a new KM initiative or who may perhaps be ready to reevaluate or re-design an older or stale KM system. Although it pained my curmudgeonly heart a bit to see so many footnotes consisting merely of a copied and pasted URL, throughout the book Domenico does refer the reader to additional resources that will no doubt be useful in developing a deeper, more sophisticated understanding of KM.

Despite my personal disgruntlement at his understanding of libraries, the topic of this book is, after all, not our profession, but rather KM. And as to KM, DiDomenico provides clear, actionable advice that *should* be of value to librarians, attorneys, and current (or aspiring) legal KM professionals, as well as to those who find themselves in hybrid roles. ■



Georgetown Law Library Tackles E-Publishing and Provides Affordable Online LRW Textbook to Students

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Librarians don't need to be told that legal publishers charge a lot of money for their textbooks. In legal research and writing alone, some students pay more than \$200 for their course books, because many professors require separate texts for research, writing, and grammar. These students might also have to purchase additional books on topics such as brief writing and persuasive techniques for the spring semester. Some publishers now offer e-book options, but the pricing is not substantially lower for these online versions of the textbooks, and they often offer little more functionality than a digitized version of the print book.

Is there a role for law libraries to help reduce these costs for the students? E-publishing is an option, and the Georgetown Law Library is piloting an innovative online publishing project to address this problem.

Last spring, Jill Smith and Matt Zimmerman, librarians at Georgetown University Law Library, along with Diana Donahoe, a Georgetown legal writing professor, began work republishing an interactive, online book, *TeachingLaw.com: Legal Research & Writing*. Together, the three of them

migrated the content from the publisher's server to a Georgetown server, redesigned and updated the platform, added new content, and enhanced the functionality. By the middle of the summer, the online book was fully functional. In the fall, students began using *TeachingLaw.com* in law schools across the country at a cost of \$35.00.

Diana originally created *TeachingLaw.com: Legal Research & Writing* in 2006 and published it through two separate legal publishers. The first publisher charged \$115.00 for the platform, and the second publisher charged \$75.00. During

"In legal research and writing alone, some students pay more than \$200 for their course books, because many professors require separate texts for research, writing, and grammar. These students might also have to purchase additional books on topics such as brief writing and persuasive techniques for the spring semester."



those nine years, the basic platform and navigation remain unchanged, although the content was updated annually.

When *TeachingLaw.com* moved to Georgetown Law Library in the spring of 2015, the goal was to provide students with an affordable course book, but at the same time the product needed to be redesigned and updated. The challenges included moving large amounts of content from one platform to another and improving functionality and navigation, while ensuring that the final product would be affordable to students.

The enormous amount of content in the book created a challenge regarding the migration process and the navigation system. *TeachingLaw.com* contains material traditionally published in three separate books. First, it covers legal research, focusing on both research sources and research strategies (including free sources, WestlawNext, Lexis Advance, and Bloomberg Law). Second, it

“In addition, students engage with the material by reading interactive, annotated samples, watching videos and tutorials, and taking quizzes and assessments to better understand and retain the information.”

contains material traditionally found in a legal writing book, such as the writing process and legal analysis, and includes chapters on memos, briefs, client letters, motions and pleadings, scholarly writing, exam writing, and contract drafting. Third, a grammar and citation section of the book provides legal usage and grammar rules as well as citation rules for both the Bluebook and the ALWD Manual. In total, the content spanned nearly 700 screen pages that needed to be migrated to the Georgetown server and made navigable and searchable.

The new platform also needed to support the interactive functionality on *TeachingLaw.com*, which was originally designed to engage the students in the classroom. For example, instead of simply reading about material such as research sources and strategies, students may use *TeachingLaw.com* to link directly to the sources and perform real time research while they simultaneously learn about the relevant materials. In addition, students engage with the material by reading interactive, annotated samples, watching videos and tutorials, and taking quizzes and assessments to better understand and retain the information. The new platform needed to be able to integrate all these functionalities and have the potential for new features.

In addition to finding a platform that could accommodate the content, navigation, and interactive functionality, the main goal for the e-publishing project was to provide students with an affordable product. The library sought to meet all these goals on a stable platform with minimal cost.

Matt and Roger Skalbeck began researching platforms to meet all the goals of the project. After considering various options, from leveraging the existing Georgetown Law content management system to hosted web publishing, they concluded that using an open-source content management system would provide the best balance of cost, flexibility, and manageability. With support from Georgetown University Information Services, the library set up dedicated servers and deployed Drupal, a popular and powerful content and application framework.

Matt migrated the content over the course of several weeks. This involved analyzing data received from the publisher, extracting the content, developing code to automatically rewrite internal links, and importing the revised content into Drupal. Rebuilding the original site’s deep hierarchical navigation was an additional task,



and a lengthy one that was not easily automated. A more complex technical challenge was migrating the styles, code, and other assets that enabled *TeachingLaw.com's* interactive features. This code was largely ported as-is from the publisher's site, and then debugged for compatibility with the new environment.

Jill, who had already been involved with *TeachingLaw.com* for two years as a video editor, redesigned the platform's look and feel, restyled the icon set, and researched a new home for the site's extensive streaming video content. She also took on the task of finding and implementing an automated payment system that would integrate smoothly with the Drupal platform. Jill also created a new [promotional video](#) to demonstrate the features of the redesigned site.

Once the material was migrated, Diana re-organized the content to fit within the new navigation system, edited existing content, added more material to the platform, and ensured that all links were accurate and functional. She was able to make most of the content changes directly through the Drupal platform. She logged bugs and technical issues on Box.com for Matt to handle.

Matt, Jill, and Diana worked collaboratively through the spring and summer, mostly communicating through Slack (see fall 2015 Tech Talk column in *Lights* for a description of that platform) and sharing files on Box.com. Regular meetings throughout the summer were necessary for design and implementation. A research assistant, Branden Lewiston, was instrumental in migrating all the quizzes into the Drupal platform, which, due to the vast amount of content, was a time-consuming project.

By the middle of the summer, the environment was stable and ready for testing. Research assistants tested the stability and functionality of the platform. Very few modifications were

necessary after the testing period. Professors were then able to access the platform for free and begin navigating the site.

“Some students purchased the product even though it was not required for their course. The launch of the new and improved TeachingLaw.com this fall was a huge success.”

At the beginning of the fall semester, students were able to purchase *TeachingLaw.com* as a required book for first year and upper class courses that ranged from Legal Research and Writing, Advanced Legal Research, Legal Research for Foreign Lawyers, and Advanced Legal Writing. The registration process went smoothly, and professors were able to monitor their students' registration as well as their usage and quiz scores throughout the semester. Some students purchased the product even though it was not required for their course.

The launch of the new and improved *TeachingLaw.com* this fall was a huge success. Students and professors reported satisfaction with the product, and the platform remained stable throughout the fall. Students were especially pleased with the affordable price and the decreased weight of their backpacks. Professors received teaching tips and links throughout the semester to enhance their use of the product in the classroom.

While the project was a significant undertaking for such a small team, all parties found it tremendously rewarding and exciting and are proud of the final result of this collaborative venture. Possible next steps include further upgrades and added functionality as well as publishing additional books outside legal research and writing. ■



Haiku Deck

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“Death by PowerPoint.”

It’s a phrase most have heard or groaned to ourselves as a presenter cranks up slide after slide after slide filled with the exact words that are coming out of their mouth. At best, these sorts of presentations don’t inspire; at worst, they don’t even engage.

PowerPoint itself frequently gets the blame for the appalling number of bullet points that have proliferated across ballroom and boardroom. How much blame for user behavior should rest on software is debatable. The program does have some fairly sophisticated capabilities for presenting and manipulating images, but they are not necessarily front and center as workflow options. In addition, Microsoft has disabled its integrated stock photography and clip art (which for some is a blessing: no more blobby stick figure man with a light bulb over his head to indicate a new idea).

If you look at great presentations like those given at conferences like TED or XOXO, you might notice that those speakers almost never use bullet points in their talks. When they are used, they are very spare; only a couple of words represent the entire idea that is coming out of the speaker’s mouth. As a result, the audience’s attention rests more on the speaker, giving the presentation more emotional connection and power. Images that illustrate or contrast the ideas that the presenter discusses also give emotional depth or humor to the speaker’s talk.

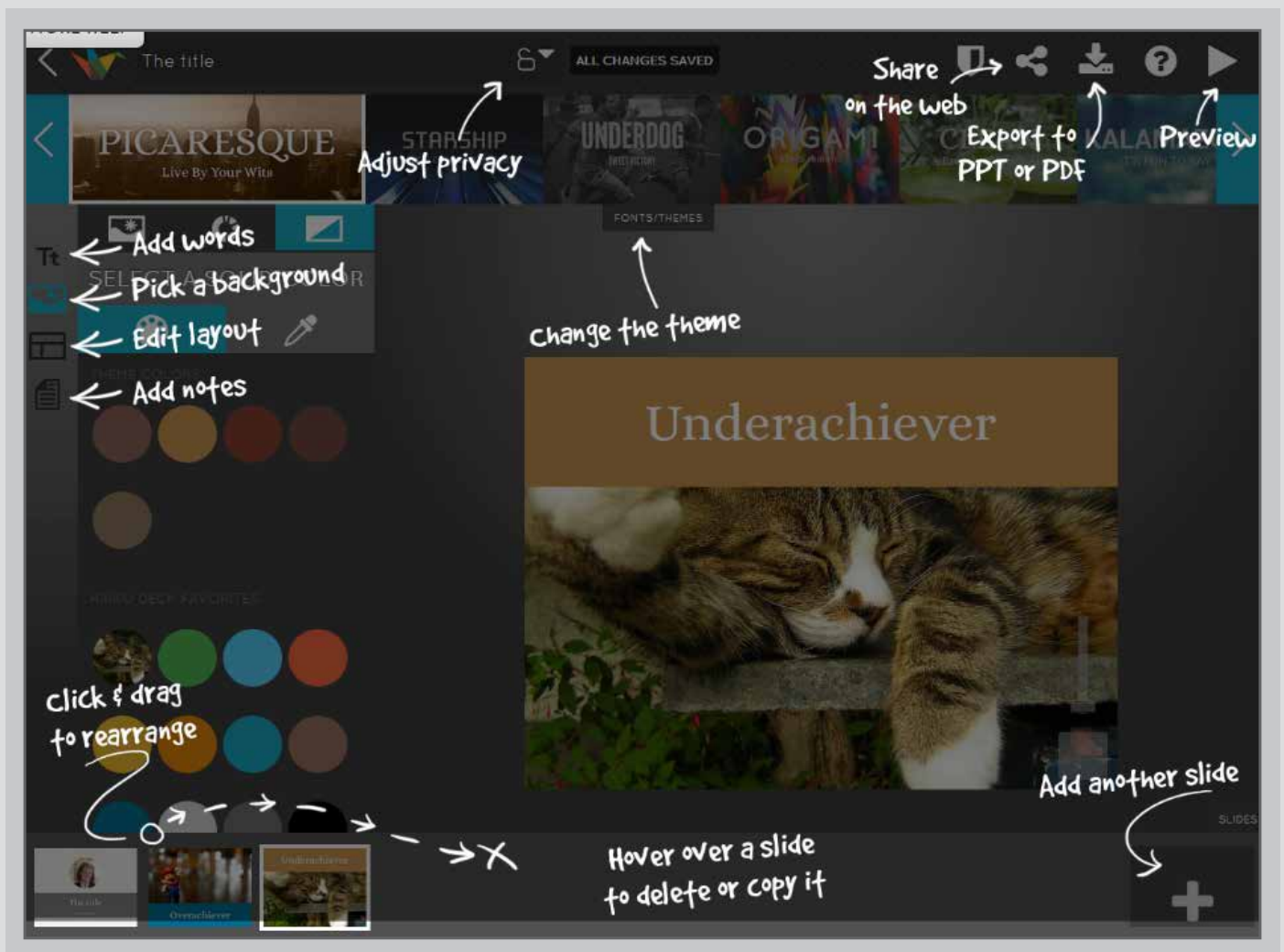
Going beyond the aesthetic impact of a presentation, studies have shown that people who try to read and listen at the same time have poorer command of the material than those who get the information from a single source. Our brains can only process language in one mode at a time, even if the messages

Tech Talk, Continued

presented are identical. In contrast, providing an image that supports or contrasts with the idea presented gives the audience a non-language-based way for their brain to engage with the material that supports it instead of fighting with it.

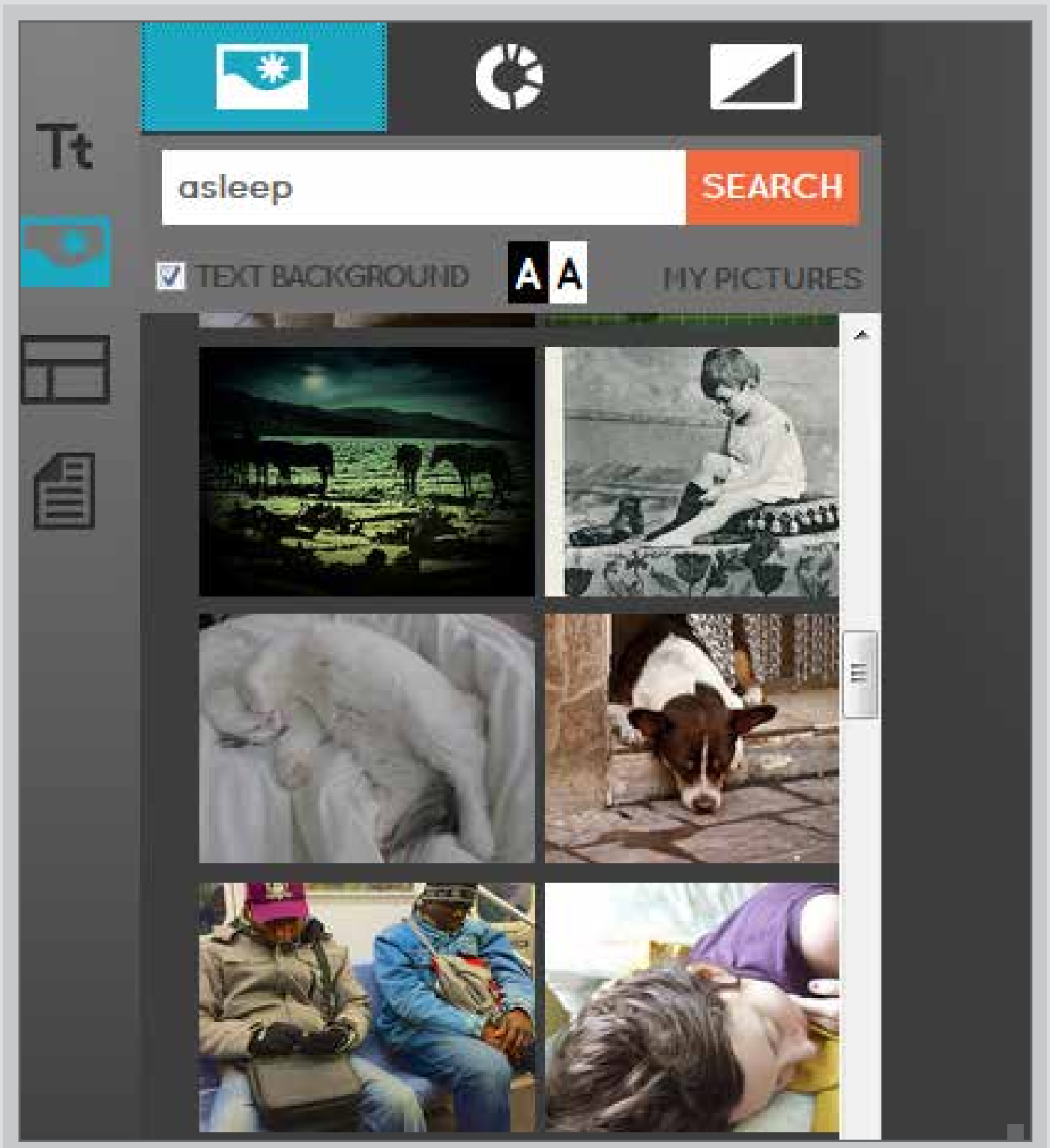
So if images are the best way to support a presentation and PowerPoint doesn't make it so easy, what are the alternatives? One of the best ones I have found in recent years is [Haiku Deck](#), a web and iOS mobile application that makes using images in your presentations fast and simple.

Getting started with Haiku Deck is also easy. When you click the question mark icon at the top of the screen, basic features are displayed:



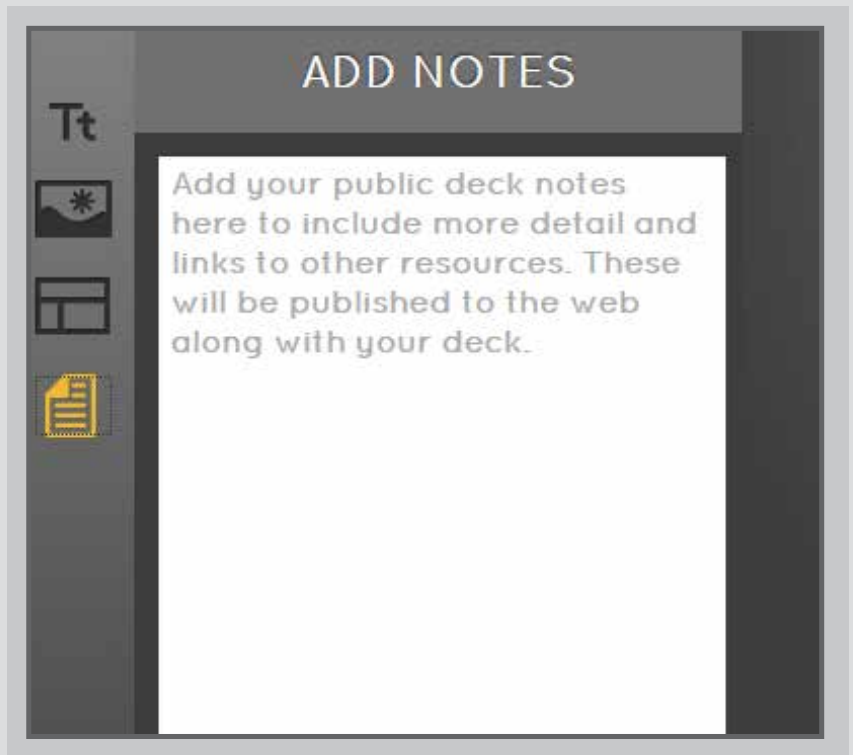
Tech Talk, Continued

Don't have pictures of your own to illustrate your talk? Haiku Deck has a search option that lets you enter keywords to find Creative Commons-licensed photographs that you can add to your presentation with a single click:



Tech Talk, Continued

If you want to share your presentation later, you can add the text of your speech to be presented along with your slides:



And you can easily share your work automatically on a variety of platforms:



[Haiku Deck](#) can be used for free with some limitations on functionality, and paid plans range from \$5 per month (academic use) to \$100 per month (volume plan).

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