Law Library Lights

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A Different Perspective on Legislative Data

Kelly A. McGlynn

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As law librarians and information professionals, we rely heavily on access to data that increasingly is available only in digital form. Each day we tap into countless online databases and resources that provide content, usually with just a few simple clicks. But how often do we stop and think about the steps that must occur to make that data available to all of us?

I recently had the chance to explore this process as it relates specifically to legislative data. On April 29, 2015, the Committee on House Administration held its annual Legislative Data and Transparency Conference. I hoped my attendance at this conference would better inform the work I do as a legislative librarian, and provide valuable insight into the means by which these materials are made accessible to the public.

As stated on the conference website, the goal of this knowledge-sharing event is to bring "…individuals from Legislative Branch agencies together with data users and transparency advocates to foster a conversation about the use of legislative data – addressing how agencies use technology well and how they can use it better in the future." What follows is an overview of the sessions. The full agenda and links to panelist presentations are on the conference webpage.

The first session was a technical discussion about where legislative data lives today. The panel consisted of staff from the House and Senate, as well as the Government Publishing Office (GPO). Legislative data moves through these various bodies, with the House and Senate filtering materials to the GPO (which is in the process of making FDsys an official "Trustworthy Digital Repository") and some materials are also passed to the Library of Congress. See this list of legislative branch data for more information on the location of particular materials.

Kirsten Gullickson, of the House Office of the Clerk, explained that paper is still the official document of record for legislative material, which raises numerous challenges in a digital world.

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Additionally, the paper trail for legislative actions is long -- as Gullickson pointed out, in a best case scenario, the shortest possible success path for a bill to become a law is 20 decision points. The multiple official documents created along the way makes transparency that much harder to achieve. Gullickson shared a set of criteria that all government data should have in order to be transparent: it must be accessible, accurate, complete, described, free, machine-readable, permanent, searchable, timely and usable. The tool used by web developers to meet this standard is XML (Extensible Markup Language). The House, Senate and GPO all have webpages that provide details about which legislative data is available in XML and HTML formats.

FDsys has a large amount of XML bulk data available, with more data sets in the pipeline. GPO's Lisa LaPlant explained that the FDsys website is a complex content management system – an archive which serves as the primary home for the final *published* version of documents (thus the agency's recent name change.) FDsys is not in the business of creating their own original collections, rather they exist as a repository available to serve the information needs of others.

The conference was attended by systems analysts, web developers, data users and members of transparency advocacy organizations. Technical professionals need this data to build databases and web portals to legislative information. Others need XML versions of this material to create pathways for public access to government data. Then there are data users – librarians, researchers, journalists – who may not have need for structured data sets, but still want to be informed about legislative material being prepared for public access. I spoke with one attendee who shared that "…the conference is a good way to get a look under the hood at what Congressional agencies are doing and thinking of doing with legislative data."

The next session was led by two transparency advocates, Daniel Schuman of Demand Progress and Derek Willis of the *New York Times*, who spoke about a collaborative open government data effort known as the United States Project. Using the website Github, developers have created… "a shared commons of data and tools for the United States. Made by the public, used by the public."

You can learn more about this specific project at The Sunshine Foundation. While the goals for gathering legislative information may be different for these advocates than for law librarians, the work they do in pushing forward the agenda of government transparency is valuable to our profession as a whole.

I geeked out with pure legislative librarian delight during the next session about modernizing the congressional hearing process. Daniel Bennett and John Leary of DotGov Communications were hired by the House to improve the technical process for those unwieldy hearings documents. Their goal is to create a new standard which fosters automation and improves usability. Bennett gave an overview of features they intend to implement: establishing consistent page numbers (only one set per document!); adding QR barcodes, a speakers index and an appendix with all inserts developing transcript to video integration and a witness database; and including hyperlinks to legislation and citations within the hearing documents. Bennett explained that XML works great for bills, but hearings are a slightly "stickier" process with unique complications -- paper documents are compiled from several suppliers, can be edited afterwards, and often include witness materials submitted in different formats. See their presentation slides here.

At the Bulk Data Task Force afternoon session, Ed Grossman from the House Office of Legislative Counsel spoke about an interesting endeavor to improve transparency for legislative references. The database, known as Legislative Lookup and Link (LLL), was originally intended for internal use only (as part of an initiative with the Office of Law Revision Counsel), but Grossman said that it will eventually be a web-based application for public use. He also spoke briefly about H. Res. 5, a new House Rule adopted at the beginning of the 114th Congress which requires inclusion of U.S. code citations in bills or joint resolutions that amend or repeal current law.

Andrew Weber, from the Library of Congress, also spoke during this panel, providing an update on Congress.gov enhancements. One new feature is that bill text now defaults to the XML/HTML version. As Weber explained on the Congress.gov blog, this allows for, "…a much better layout that can include a linked table of contents and links to Public Laws and the U.S. Code. It…is easier to navigate if you can click deeper into the legislation via the table of contents."

Weber also mentioned that Congress.gov is now using Bioguide numbers, an identification tool discussed several times during the conference. The number associated with each member of Congress in their Bioguide profile is increasingly being used

The event offered a unique perspective on the complexity of the government transparency process and its importance to the work we do as legal information professionals.

in XML on government websites because it's a strong unique identifier that federal agencies can utilize to standardize their data.

Because of legacy computer systems and varying political traditions -- among other issues -- the structure of documents across different jurisdictions is only going to have so much commonality. There are numerous challenges just trying to get federal data standardized, let alone state level or international materials. The last session of the day explored this topic in greater detail. Grant Vergottini, CEO of Xcential Legislative Technologies, gave an update on global initiatives to create a set of common data standards for the legal community. There are two technical committees currently working under the auspices of the information technology group OASIS on projects to create (1) an XML model for legislative documents (LegalDOCML) and (2) a machine readable model for legal citations (LegalCiteM). The effort to create an XML model for parliamentary, legislative and judiciary documents that is jurisdiction independent and could be used globally focuses on the schema known as Akoma Ntoso. Developed in Bologna, Italy, this XML language was recently released in version 3.0 and on August 1, 2015 it will be the topic of the First International Akoma Ntoso Conference at George Mason University.

Other presenters in the afternoon sessions included the GAO's Chief Technologist who talked about that agency's steps to comply with the 2014 Data Act, which requires Treasury to develop financial data standards; a look at a data visualization project of the 2014 farm bill by the Cornell Legal Institute; and a plug by the OpenGov Foundation for their Hack4Congress

The Legislative Data and Transparency Conference was deep on details for developers, but also filled with interesting nuggets for data users. With the good fortune to be a legislative librarian in our nation's capital, I was grateful for the opportunity to listen and learn first-hand about the technical steps involved in making legislative data accessible for public use.

collaborative developers event. This gathering of volunteer developers tackled a "wish list" of ideas submitted by members of Congress. Many of the projects requested tools to make legislative data more accessible. For example, a staffer for Senator Blumenthal submitted an idea to build a public-facing website which would track and store all the congressional letters that senators write to agencies and administrators. (This was not the winning submission, but my favorite idea of the bunch!)

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From the Editor

Year-End Roundup

Judy Gaskell
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I hope you will enjoy this summer issue. Kelly McGlynn shows you a different perspective on legislative data that she discovered at the annual Legislative Data and Transparency Conference. Robert Steele describes the rare books reception held for the Washington Rare Books Group at George Washington University's Burns Law Library. And Germaine Leahy describes her experiences at the 2015 AALL Management Institute.

Also in this issue, our LLSDC President, Mary Kate Hunter shares her final President's Column and a Wordsearch thank you to all of you. She has also compiled a handy list of all the AALL Conference programs in which our LLSDC colleagues will be participating.

Additionally, Anne Mira Guha brings you the latest updated member news and the answers to our summer member question: "What are your favorite local off-beat summer activities?" And Amy Taylor has another informative book review of a book that may help us "Work Simply".

Finally, I want to thank all of those who have contributed to volume 58 of *Law Library Lights*: all of our talented authors, LLSDC President Mary Kate Hunter, the Assistant Editors - Amy Taylor and Anne Mira Guha, Alicia Pappas, and our Tech Talk columnist Roger Skalbeck, who has moved on to his new position at the University of Richmond School of Law. I wish you all a peaceful and productive summer.

LLSDC
LAW LIBRARIANS' SOCIETY OF WASHINGTON, DC

Submission Information

If you would like to write for Law Library Lights, contact Judy Gaskell at jgaskell248@gmail.com. For information regarding submission deadlines and issue themes, visit the LLSDC website at www.llsdc.org.

Rare Books Reception at GWU's Jacob Burns Law Library

Robert Steele

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The rare books collection at George Washington University's Jacob Burns Law Library was highlighted at a reception held for the Washington Rare Book Group (WRBG) on April 2, 2015. Hosted by Scott Pagel, Library Director, Jennie Meade, Director of Special Collections , and Karen Wahl, Legal History and Rare Books Librarian ; the reception offered a sampling of the riches housed at Burns, as well as a lavish cold buffet with wine and champagne, and a healthy dose of conviviality.

The WRBG has been in existence since the early 1970s. Members include dealers, collectors, librarians, historians, publishers and book artists. The group regularly organizes trips to small presses, auction houses and special collections libraries, as well as talks and symposia devoted to various aspects of rare and not-so-rare books. When WRBG membership coordinator and Smithsonian librarian, Leslie Overstreet, met Jennie Meade at a dinner given by the Antiquarian Booksellers' Association of America Southeast Chapter in 2014, they began talking about the Burns Law Library's special collections. One thing led to another, and a little over a year later the WRBG finally visited Burns.

For more than a decade, Jacob Burns Law Library has quietly been amassing a world-class collection of rare legal materials, with an emphasis on the history of French law. Its collection includes more than 160 incunabula (works printed before 1500), as well as extensive holdings in French customary law, canon law, relations between church and state, witchcraft, dueling, and materials from the French Revolution. Some of these items came from the private collection amassed during the late 18th and early 19th centuries by French lawyer Pierre Théodore Noël du Payrat (1761-1832); others were acquired when historical materials were

For more than a decade, Jacob Burns Law Library has quietly been amassing a world-class collection of rare legal materials, with an emphasis on the history of French law.

Karen Wahl (right) shows WRBG member Clare Imholtz the manuscript will of René Hatte, ca. 1762.

Scott Pagel discusses the Burns collection with Cathy Zeljak; behind them Jennie Meade (left)shows WRBG member Leslie Overstreet an incunabulum.

de-accessioned by institutions such as England's Birmingham Law Society. A recent coup was the purchase of hundreds of rare and historic works from the New York Bar Association, including books owned by legal historian Konrad von Maurer (1823-1902) and his father Georg Ludwig von Maurer (1790-1872).

At the April reception, WRBG members and members of the GWU community examined a display of manuscripts and printed works dating from the twelfth through the nineteenth century, including a manuscript deed from 1199, a charter from 1286, the massive manuscript will of René Hatte from around 1762, and a series of printed and manuscript works demonstrating the gradual consolidation and codification of French law throughout the centuries. Although law in the southern part of France was based on written Roman law, law in the north was based on oral tradition with many local variations.

The movement to record custom in writing began around 1300, with the production of manuscript "coutumes," or works of customary law. Burns displayed a manuscript copy of the *Coutumes de Bretagne* produced around 1460. Beginning in the mid-15th century, the new technology of printing was used to fix and disseminate local and regional law. On display was one of the earliest coutumes in the Burns Library collection, the *Coustumier d'Aniou et du Maine*, printed in 1486 less than 50 years after the invention of moveable type; as well as a 1580 copy of the influential *Coutume de Paris* printed on vellum for Mathieu Chartier, one of the coutume's redactors, and adorned with his painted and gilded coat of arms. The process of consolidating and rationalizing law throughout the kingdom reached its culmination in the great codes of the Napoleonic period, including the *Civil Code* of 1804, which provided one law for all of France. On display was a first edition of the *Civil Code*, one of five owned by Burns.

A crowd favorite was a 1495 copy of the *Malleus maleficarum*, one of some 10 incunabula on display. The *Malleus maleficarum*, or *Hammer of Witches*, was a how-to book for witch hunters; the Burns copy seems ominously well-used. Numerous other early works on display from Burns

A manuscript trial document from 1649 (left); a hand-colored illustration showing pools and trails of blood from the murder of the Duchesse de Praslin (right).

Rare works from the collection of French customary law. On the right, the painted and gilded coat of arms of Mathieu Chartier adorn the Coutume de Paris (1580).

Library's extensive witchcraft collection included a manuscript document from a witchcraft trial in 1665 and an early work against witch hunting from 1564 by Dutch physician Johann Weyer. The more lurid aspects of crime and punishment were well represented. Several early works on criminal procedure included graphic illustrations of punishment and explicit descriptions of methods of torture to be used in exacting confessions. One mid-nineteenth century publication cashed in on popular interest in the 1847 murder of the Duchess of Praslin with a large foldout line engraving of the layout of the bedroom where she met her death, adorned with hand-applied red paint portraying pools and trails of blood.

Several examples from Burns Library's French Revolutionary collection were on display, including a political pamphlet published the day before the storming of the Bastille and a large broadside from 1796 containing the regulation establishing the Bibliothèque nationale, the French National Library. Also highlighted were a number of rare first editions: Hugo Grotius's work on the international law of war *De iure belli* from 1625; Montesquieu's highly influential work of political and legal theory from 1748, *De l'esprit des loix*; Beccaria's *Dei delitti e delle pene* of 1764, a work on criminal law that famously argued against the death penalty; and Blackstone's well-known *Commentaries on the Laws of England*, 1765-1768.

Important witnesses to the development of American law were also in evidence, including notebooks used by Supreme Court clerk William Thomas Carroll (1802-1863) while he was a student at Litchfield Law School, the first law school in the United States. Also on display was a compilation of Pennsylvania law printed in 1743 by Benjamin Franklin and materials from the 1778 capital case of convicted murderess Bathsheba Spooner, who tried to avoid execution by a claim of pregnancy, a claim which after her death by hanging was discovered to be true.

All-in-all, it was a great day for both the Burns, and for the Washington Rare Book Group. As WRBG co-president, Jackie Coleburn, later noted: "I'm not

All-in-all, it was a great day for both the Burns, and for the Washington Rare Book Group. As WRBG co-president, Jackie Coleburn, later noted: "I'm not sure which was more impressive, the examples from the collection or your talented and engaging staff."

Part of Burns witchcraft collection with the *Malleus Maleficarum*, or *Hammer of Witches*, at the upper left.

sure which was more impressive, the examples from the collection or your talented and engaging staff." Both, of course, are what make the Burns Law Library such an important and unique asset.

Resources:

- **Burns Special Collections:** http://www.law.gwu.edu/Library/Special_Collections/Pages/Default.aspx

- **Washington Rare Book Group:** http://washingtonrarebookgroup.org/

- **Legal history resources from the Rare Book School course Law Books: History and Connoisseurship:** rarebookschool.org/courses/collections/c85/reading-list/

- **Legal history resources from the American Society for Legal History website:** http://aslh.net/resources-for-doing-legal-history/

- **Book history resources from the Society for the History of Authorship, Reading and Publishing (SHARP) website:** http://www.sharpweb.org/main/research/

- **Discussion of French customary law and the Civil Code:** http://www.napoleon-series.org/research/government/code/c_code2.html

- **Information on Burns' 1580 *Coutume de Paris*, from *A Legal Miscellanea*:** http://issuu.com/gwlawpubs/docs/friendsnwsltr_sp09?e=1381227/1903066

- **History of the Litchfield Law School from the Litchfield Historical Society website:** http://www.litchfieldhistoricalsociety.org/history/law_school.php

- **Digitized version of the *Malleus maleficarum*, printed ca. 1486, from the Bavarian National Library:** http://daten.digitale-sammlungen.de/~db/0004/bsb00043229/images/index.html?seite=0001&l=en

- **The Duchess of Praslin murder was covered in the London Illustrated News, September 4, 1847:** Do a keyword search in books.google.com for Duchess Praslin murder Sept. 4 1847. ■

President's Column

A Word Search Thank You

Mary Kate Hunter
Reference/Government Contracts Librarian, The George Washington University Law School, Jacob Burns Law Library, mhunter@law.gwu.edu

J	T	Y	V	A	Q	J	Z	P	G	T	F	Y	J	Q	A	W	Z
N	O	Q	A	A	H	U	M	N	B	C	V	X	Z	I	W	T	S
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THANKYOU
BOARDMEMBERS
COMMITTEES
GROUPS
SIS
SOURCEBOOK
LIGHTS
TECHTALK
UNIONLIST
ACCESSTOJUSTICE

I believe a word search is a fitting way to end the year and hope it reflects on what we've attempted to accomplish – make you think a little and have some fun too. I've certainly enjoyed my year as President and for that I'd like to thank the members of LLSDC for allowing me to serve. It has been an honor and I am grateful to have had the opportunity to meet and work with so many of you. A special thanks to the Executive Board, whose enthusiasm and dedication are unmatched. Without their hard word this year we would not have been able to begin updating the society's manual, create the new Access to Justice Committee, or organize another Sandy Peterson Memorial Lecture.

I would like to wish our new President Pamela Lipscomb, our incoming Executive Board, and all of our new Committee/SIS leaders all my best for another year filled with many outstanding events and programs. Have a wonderful summer!

AALL Annual Meeting & Conference: The Power of Connection, LLSDC Highlights

Mary Kate Hunter
Reference/Government Contracts Librarian, The George Washington University Law School, Jacob Burns Law Library, mhunter@law.gwu.edu

If your only AALL conference plans so far are where you will get your Philly cheesesteak, let me suggest you take some time to support your DC area colleagues and attend one of the many sessions that LLSDC members are a part of this year. There are many choices when it comes to how to spend your time at the conference and with topics ranging from library accounting to the Bluebook there is definitely something for everyone. Below you will find some information provided by a few of our local speakers on why you should attend their program. For a full description of all the programs listed below, be sure to see the Program Listings.

Sunday, July 19th

2:30 p.m. - 3:30 p.m.

Making the Case for Your Career: Creating Killer Cover Letters, Resumes, and LinkedIn Profiles

Carla Wale
PCC-Room 204BC

In an increasingly competitive job market, it is imperative that you stand out from the crowd. Our session will explain how to build a LinkedIn profile that will increase your discoverability. We will also provide practical advice and examples of how to write résumés and cover letters that effectively communicate your value to employers.

4:00 p.m. - 5:00 p.m.

Economic Value of Law Libraries – Raising Awareness, Raising Value

Robert Oaks
PCC-Room 204A

Concerned that your library is not getting the recognition it deserves? Feel you are falling behind in maintaining the resources or staff you need? Attend the Economic Value of Law Libraries program and gain useful tips and practical advice from a panel of academic, court and law firm librarians. Your library is not overhead; it should be ahead over other departments in your organization. Learn how to raise awareness of your accomplishments and communicate with more impact to your deans, judges, and chief officers.

Monday, July 20th

10:00 a.m. - 11:00 a.m.

Striking a Balance in Your Library Catalog: TMI vs. TLI

Bess Reynolds
PCC-Room 113BC

11:30 a.m. - 12:30 p.m.

Hot Topic: Contestant, Doctor, Lawyer, Chef: IBM Watson Moving from Jeopardy to the Legal Landscape

Jean O'Grady
PCC-Room 204A

There are lots of rumors that IBM's Watson will replace librarians. While I do not think this is an immediate threat I do believe that it is very important for information professionals to understand Artificial Intelligence. AI is likely to impact some aspects of the legal profession and this program will provide an opportunity to learn about an important emerging technology and bring this information back to our firms. Attendees may be the first person in their law firm to hear directly from someone at IBM about how Watson can benefit the business and practice of law. Attendees will also have a chance to ask questions (to Kyla Moran). As far as I know Watson will not be making an appearance. :-)

11:30 a.m. - 12:30 p.m., cont.

Uncovering Discovery Systems: Digging Beyond the Hype and Gripe

Matt Zimmerman
PCC-Room 204BC

Balance Your Books – What Librarians Need to Know About Accounting

John Smith, Matthew Mahaffie, & Michael Bernier
PCC-Room 201A

2:00 p.m. - 3:00 p.m.

Creative Assessment: Connecting Legal Research Training and Instructions to Results

Barbara T. Gabor
PCC-Room 113A

Strategic Integration of E-books and Digital Content in Law Libraries

Bess Reynolds
PCC-Room 103A

Confronting the Future of Information Policy

David Mao
PCC-Room 204A

Tuesday, July 21st

8:30 a.m. - 9:30 a.m.

The Jail Mail Blues – How Law Libraries Support Access to Justice for Prisoners

Sara Kasai Gras
PCC-Room 201A

Enterprise Social Media: A Business Tool for the Future

Jill Smith & Katherine Lowry
PCC-Room 204A

Enterprise social media programs such as Slack and Yammer have made many recent headlines, but if you haven't tried one, it can be hard to see the value. Our panel will highlight successful experiences with enterprise social media at law firms and in academia.

9:45 a.m. - 10:45 a.m.

Poster Session Presentation Period
Exhibit Hall

AALL Poster Session Information

"In the News": Creating an Institutional News Monitoring Service
Morgan Stoddard

Comparison of Research Speed and Accuracy Using WestlawNext and Lexis Advance
Melanie Knapp & Rob Willey

9:45 a.m. - 10:45 a.m., cont.

Customizing a Legal Research Ontology for Teaching 1Ls
Amy Taylor

11:00 a.m. - 12:00 p.m.

So You Want to Be the Big Boss? Progressive Career Growth from Librarian to the Upper Echelons

Roberta Shaffer
PCC-Room 204BC

2:30 p.m. - 3:30 p.m.

Improving, Maintaining and Communicating Your Value with Metrics Analysis and Visualization

Jennifer McMahan & Lila Faulkner
PCC-Room 204BC

LLSDC members and US Department of Justice Librarians Lila Faulkner and Jennifer McMahan, along with U.S. Court of Appeals librarian Joy Shoemaker, will be presenting a program entitled, "Improving, Maintaining, and Communicating Your Value with Metrics Analysis and Visualization." Lila and Jennifer will focus on how they have evolved in their data collection methods at Justice Libraries and specifically how they've been able to leverage an existing tool (SharePoint) to increase collaboration and improve their metrics. They will also discuss how they have used data to show their value to stakeholders and upper management and specific examples of when data has helped "save the day."

Tuesday, July 21st, Continued

2:30 p.m. - 3:30 p.m., cont.

The Bluebook, Five Years and an Edition Later: Connecting Librarians and Editors

Kumar Percy Jayasuriya
PCC-Room 103A

4:00 p.m. - 5:00 p.m.

Understanding Your Users through Process Mapping

Katherine Lowry
PCC-Room 201A

Congratulations and best of luck to all our presenters!

Exhibit Hall

Last year, LLSDC had a strong presence in the San Antonio exhibit hall and plans are underway to make this year even better. Our table will be located in the Activities Area of the exhibit hall, which will be filled with 'summer fun' giveaways, copies of Law Library Lights, as well as fun and games! LLSDC members will be staffing the table during Exhibit Hall Breaks for the entire conference. Once again, our table will create the opportunity for members to connect, as well as promote our Chapter at the conference. Be sure to stop by to say hello to some of our volunteers and pick up your LLSDC flair!

CONELL

New to law librarianship? Still exploring ways to be connected to this great community? During the Marketplace portion of the Conference of Newer Law Librarians (CONELL), be sure to stop by the LLSDC table. One of the LLSDC Executive Board members will be on hand to answer your questions about the Chapter, our programming, and ways you can become more involved. LLSDC is always looking for new, energetic volunteers, so learn more about the ways you can contribute to your Chapter.

Hope you all have a wonderful conference. See you in Philly! ■

Member Spotlight

Anne Mira Guha
Reference Librarian, Georgetown Law Library, amg300@law.georgetown.edu

Richard Evans

In May, the Jacob Burns Law Library at The George Washington University Law School welcomed Richard Evans as its emerging technologies librarian. Prior to joining GW Law, Rich served as a librarian at the law firm of Ober | Kaler in Baltimore, MD, and as a systems librarian for the District of Columbia Public Library in Washington, DC; outside of law library environments, he has also been an IT director. Rich received a J.D. from Howard University and his M.L.I.S. from The Catholic University of America.

Tina Ramoy & Ann Green

Tina Ramoy recently retired as Librarian at Hughes Hubbard & Reed LLP. Ann Green finished the academic year at the Pence Law Library at American University and is now the new Librarian at Hughes Hubbard & Reed LLP.

Member Question

What are your favorite local off-beat summer activities?

"It's not too off-beat, but my neighborhood in DC has a bridge over the Washington Channel just south of the Tidal Basin, and it has the best view of the July 4th fireworks in town when you walk out on it. The rest of the summer, I just learned to knit so I plan on making some gifts for family members."
— Kreig L. Kitts, Research Librarian, Crowell & Moring LLP

"Post Hunt!"
— Karen Wahl, Reference/Legal History & Rare Books Librarian, Jacob Burns Law Library

"My favorite summer activity is biking. While everyone knows about the W&OD Trail and the Mount Vernon Trail in Virginia, we've discovered some of the less traveled ones, including the Mason Neck Trail in lower Fairfax County, VA and the Charles County Cross County Trail in Maryland for less crowded excursions."
— Margaret Krause, Reference Librarian, Georgetown Law Library

The 2015 AALL Management Institute: Communicating Value, Inspiring & Managing Change, Cultivating Relationships

Germaine Leahy
Head of Reference/Environmental Librarian, Jacob Burns Law Library, George Washington University, gleahy@law.gwu.edu

At the Burns Law Library, we have been very fortunate to receive strong support for professional development. It has enabled us to deepen our general and subject legal and law-related research expertise. Through cultivation of professional and personal relationships, we learn from colleagues, and explore new ways to empower ourselves and others, and discover creative ways to better service our customers—faculty, students, staff and each other.

I am always looking for ways to improve my skills; keep our services current, relevant and enjoyable; and build and strengthen working relationships within the Library and the Law School. Over the years, I have learned management skills on the job and through self-education; in government, firm, trade association and academic library positions.

This past year, I found myself seeking a different kind of professional development program—something that might merge affirmation, inspiration, change and management skills into one. As a seasoned manager, I felt I needed a reboot at an away from the office location that was not too costly, yet was professional, reputable, and challenging. To my delight, I found all of these at the 2015 AALL Management Institute held at the Hotel Palomar in Chicago, March 26-28.

Over the years, I had heard about the Institute but was uncertain about attending, thinking it was geared more towards newer managers and supervisors. During the AALL Convention in San Antonio, I happened to attend two sessions facilitated by Maureen Sullivan, an educator and organization development consultant: *Recharge: Making Meetings Work* and *Innovation the Google Way: Implementing Google's 80/20 Program in Your Library*. Her conversational, respectful, and affirming manner deeply resonated with me. She spoke to the challenges of managing the collective

Through cultivation of professional and personal relationships, we learn from colleagues, and explore new ways to empower ourselves and others, and discover creative ways to better service our customers—faculty, students, staff and each other.

wisdom and energy of individuals and of working towards effective staff empowerment to drive innovation.

The previous year at GW Law had seemed particularly challenging with some new or expanding programs and services (e.g., hosting a D.C. middle school students' visit to the Law School (*Law School Rock!*), reworking the Law School's Scholarly Writing Program Library sessions, organizing a hands-on faculty Lexis/Westlaw training lunch, greater involvement with the Law School's Inns of Court program, etc.).

While I was taking stock of the past year, an AALL email advertising the Management Institute appeared in my inbox. I deleted it thinking I didn't have the energy to attend a professional development program this academic year.

She believed the Institute appropriate for both new and seasoned managers and mentioned that she finds it helpful to have experienced managers in the group as it enriches the learning experience.

Then, a month later, I received another email for the Institute. This time, I took time to look more closely at the program and noticed that Maureen Sullivan would be the facilitator. Her name piqued my interest. However, again I thought it might not be the right fit for me.

In a brief email to Ms. Sullivan, I explained that I had enjoyed listening to her speak at a couple of sessions at the AALL Convention in San Antonio this past July and wondered whether the Management Institute would be a good fit for a seasoned middle manager.

Astutely, Ms. Sullivan responded to me not with answers but with questions:

- Does the description include content that aligns with what you would like to learn or learn more about?
- Does it include areas that you would like to develop or improve?
- Would you like to expand your network of colleagues? Learn from law librarians in other settings and develop new professional relationships?
- Does the program offer formal training that might provide a useful framework for what you have learned on the job?

She believed the Institute appropriate for both new and seasoned managers and mentioned that she finds it helpful to have experienced managers in the group as it enriches the learning experience. In a quick follow-up email, Ms. Sullivan added, "Hope to see you there." Shortly thereafter, I registered and applied and I was grateful to receive an LLSDC scholarship to attend the Institute.

At the beginning of the Institute, after introductions around the room, Ms. Sullivan provided guidelines for learning:

- Assume self-responsibility—learn as much as you can
- Contribute ideas
- Reflect before sharing ideas—find your best way to contribute
- Expect respect and work with different ideas
- Focus on the future and possibilities for our profession
- Lean into your discomfort, opening yourself to learning
- Maintain confidentiality

The flow of conversations varied during the day and from day-to-day. Each day, we were placed at different tables, and at times, during the day would work with individuals from your home table as well as from other tables in the room. Periodically, Ms.

Sullivan would bring discussion points back to the large group of the entire room so that we could learn from and respond to a variety of perspectives and questions.

Topics covered during the Institute included:

- Leadership principles and practices (challenges and opportunities, competencies and style)
- Managerial leadership in practice (concepts and practices of effective leadership, self-assessment, improving effectiveness)
- Engaging staff (motivating for high performance, empowering others, effective delegation)
- Developing effective interpersonal relationships (creating and nurturing, how to identify mentorship and coaching opportunities, building and nurturing a professional network)
- Developing effective communication (how to communicate what's important, active listening and feedback)
- Conflict resolution and negotiation (diagnosing sources of conflict and disagreement, strategies for handling difficult situations, crucial conversations)
- Managing with strategic intent (strategic planning process, managerial decision-making)
- Art (and Science) of management (essentials of project management, building consensus, proactive problem-solving)
- Transforming libraries, Inspiring change (inspiring shared vision, creating a culture of commitment, making the case for the Library's value)
- Personal development (law librarianship as a life-long career, creating a personal development plan, how to stay motivated, energized, productive work/life balance)

We were fortunate to have many different kinds of law libraries represented at the Institute--firm, academic, county, and government. Similarly, a variety of library services were represented—technical services, archives/special collections, public services and electronic services. One of the most enjoyable aspects of the Institute was listening and learning from such a diverse group of colleagues—both in terms of years of experience (directors, assistant directors, librarians, department heads) as well as their individual and collective wisdom gleaned from diverse backgrounds and experience.

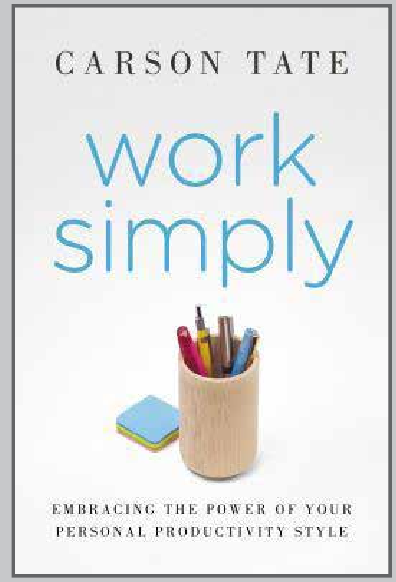
One of the most enjoyable aspects of the Institute was listening and learning from such a diverse group of colleagues—both in terms of years of experience (directors, assistant directors, librarians, department heads) as well as their individual and collective wisdom gleaned from diverse backgrounds and experience.

Each participant received a compilation of summaries of discussion points during the Institute, selected articles and a short bibliography of additional reading. One of the final exercises was to articulate three goals we plan to achieve, how we plan to achieve them, a timetable for completion and how we would measure success. In her closing remarks, Ms. Sullivan suggested that we put the manuals aside for a while, and give our discussions time to take root as we re-enter our workplace.

An AALL Community has been created for 2015 Management Institute attendees. A few messages have been posted recently, including flip chart photos from our discussions. Some comments posted indicate that some of us will be attending the AALL Convention in Philly. Perhaps, there will be an opportunity to continue our conversations and learning. If so, I'm in! ■

Book Review

Work Simply: Embracing the Power of Your Personal Productivity Style, Carson Tate, [Penguin, 2015]



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> "If you are going to get personal about productivity, it means that the solution to the disorganization and chaos threatening your daily productivity starts and ends with you." [p. 18]

Is there anything new under the sun to say about working more productively? Not really, but Carson Tate's look at the topic is a fun read that makes a few interesting points.

The book begins with a mind map of common problems: bulging inbox? tired of working so hard? difficulty prioritizing? physically disorganized? want a to-do list that actually supports you?, and then sends you to the parts of the book that address the problem. It's rather clever, and it gives you an at-a-glance overview of all the ways your days can go awry. The map is better used as a reference guide after you've read the book; because it doesn't make a lot of sense to dive in this way before you understand her terminology and philosophy.

Tate has identified four productivity styles: prioritizer; planner; arranger; and visualizer. She has developed a quiz to help you identify your primary style(s). It felt like taking the Myers-Briggs.

Book Review, Continued

And, drum roll. . . I'm a planner with prioritizer coming in a close second, also known as a librarian.

Tate's philosophy is that one-size-fits-all time management strategies work for no one. She wants you to focus on your productivity styles (she sometimes calls them work strategies). [p.13] And as the quote above exemplifies, she wants you to have an internal locus of control. Tate's book is full of anecdotes of clients who have come to her with lives in disarray and now have some mastery over the chaos. It's a modern self-help book trope, and my initial reaction was that it didn't add much to the book. But on my second reading, I realized that she got each of her clients to shift their locus of control from external to internal, and this made a difference for them.

The remainder of Tate's book is a step-by-step guide to internalizing your locus of control.

Tate gives you some strategies for dealing with guilt and shoulds; she wants you to ask yourself lots of questions. This sounds great in theory, but in practice, who has the time/energy/attention?

And this brings us to the heart of the book. She wants you to recapture your time/energy/attention by doing two things: setting your priorities and freeing your brain. This wouldn't be a self-help book worth its salt if there weren't acronyms. Set your priorities by getting READY to determine your goals. [p.70-71] Tate imagines that you'll have professional, personal, health and spiritual goals. (Tate should know better than to think I will.) Once you're ready, Aim so that your time is aligned with your goals. And you knew it was coming – Fire and execute your tasks.

But before you Fire, Tate wants you to free your brain. This was my favorite part of the book, and the part I found most useful. You make a master TASK list – Think, Act, Sort, and Keep. Think was the most fun. You just write down everything. You take the 14 to-do lists you have floating around and the 62 post-it notes and bring everything together. She gives you categories to remind you of stray thoughts. I made a list and put it aside to gather post-it notes and then came back and kept adding to the list. It was great.

Then, I worked on the third step (Sort) before the second (Act) because sorting was most useful for me at this point. I had a huge list. I divided my list into professional and personal, and for the personal list, I put a couple of suggestions to good use. You can sort tasks by the traditional categories: project, due date, etc., and you can also sort them by energy level needed or time required for completion. I have a couple of housekeeping tasks that don't take

Book Review, Continued

very much time but require an enormous energy investment on my part because I hate doing them so much. They are now in a special category. I didn't feel guilty this weekend that I should be doing X because X was asking more energy of me that I could expend on it. So I did Y instead, where Y takes more time but doesn't require as much energy. I also used Tate's Someday category to list all the books and movies I want to read and see (that's where all the post-it notes were consolidated).

Next, I circled back around to the second step — Act. Tate posits that most people have a project list instead of a to-do list, and she wants you to define a next action for each project/item on your list. I started doing this for the professional category of my list. Using action verbs for each item is trickier than I thought, and it feels like in the time it takes to think of the next action, I could just do the next action. I'm not sure if Act will be as helpful as Think and Sort were.

Keep is Tate's final step, and she wants you keep just one list. I consolidated everything down to one list, but it makes me uncomfortable. I bought a pack of index cards, one for each day with one side for professional and the other for personal. It still doesn't feel right. I think if I can get myself to bring everything back to the master list once a week or so, it will be enough for me.

Each chapter ends with advice customized to each productivity style, but this was actually the least helpful part of the book for me. Perhaps a separate chapter devoted to each style would have been more helpful. Or perhaps more could be said about the relationships between styles when two styles are almost equally predominant. But with the caveat that this is a self-help book, and your mileage may vary, I learned something. If nothing else, I freed up some time/energy/attention to read more from my summer reading list. ■

The remainder of Tate's book is a step-by-step guide to internalizing your locus of control. Tate gives you some strategies for dealing with guilt and shoulds; she wants you to ask yourself lots of questions. And this brings us to the heart of the book. She wants you to recapture your time/energy/attention by doing two things: setting your priorities and freeing your brain.

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