



# Law Library Lights

## ABA Day at the Law Library of Congress

**Kelly A. McGlynn**

*Sr. Research & Knowledge Analyst, Skadden, Arps, Slate, Meagher & Flom, [kelly.mcglynn@skadden.com](mailto:kelly.mcglynn@skadden.com)*

As part of the [ABA Day](#) festivities last month in Washington, D.C., the [Law Library of Congress](#) (in coordination with the ABA Standing Committee on the Law Library of Congress) hosted an afternoon program on April 27th. Members of LLSDC were invited to attend the event too, and I jumped at the chance, as I had yet to visit the Law Library of Congress. Here is a recap of what we saw and learned:

The Law Library of Congress has over 30,000 volumes in the reading room and approximately 1.5 football fields of materials in the closed stacks, for a grand total of 2.9 million volumes that cover content in over 265 jurisdictions. Both of these locations in the Madison Building were stops on the afternoon tour.

But the event kicked off first with an introduction to the Law Library of Congress presented by Instructional Librarian Barbara Bavis, who reviewed the library's extensive online resources. These include the [Guide to Law Online](#), [Legal Topics](#), and the [Global Legal](#)

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Monitor. Bavis explained the difference between the latter two — Legal Topics are reports created for congressional committees and federal agencies, but the GLM is like a collection of newspaper articles, with a more robust search engine and new material posted each weekday. She also provided an overview of the capabilities of Congress.gov for researching legislation and tips on Congressional Record searches and congressional member searches using the Bioguide.

Next up, Clifton Brown, Program Specialist for Legislative and External Relations, showed us the reading room, which was renovated recently and re-opened in September 2015. Brown explained that the reading room used to have 60,000 volumes, but post-renovation that number was cut in half, with more materials now stored in the closed stacks and offsite. While in the reading room, Nathan Dorn, curator of rare books for the Law Library of Congress, displayed and discussed materials from the collection. Dorn showcased a 16th century imprint in chained binding, which was to prevent “collection attrition.” And in a nod to the ABA members on the tour, he displayed

**“The Law Library of Congress has over 30,000 volumes in the reading room and approximately 1.5 football fields of materials in the closed stacks, for a grand total of 2.9 million volumes that cover content in over 265 jurisdictions. Both of these locations in the Madison Building were stops on the afternoon tour.”**

a unique document from 1756, “Articles of agreement to establish a quarterly meeting of the attorneys,” one of the first examples of self-organization of members of the legal profession.

After this, Processing Supervisor Betty Lupinacci and Lead Technician Ken Sigmund gave us a tour of the closed law library stacks, which contain approximately 3 million items. On the way down to the stacks they pointed out all the old Library of Congress card catalogs, which are still around, and are occasionally needed to refer to older entries. Lupinacci explained that within the materials for each country in the closed stacks, items are arranged by statutes, then codes, followed by administrative materials, and finally treatises at the end. If someone does not know the language of the country being looked at, there is a basic order of the items on the shelves that serves as a guide. Lupinacci explained that the Supreme Court is the Law Library’s second biggest client.

Finally (as if this was not enough!), we were invited to head over to the main Jefferson Building of the Library of Congress for a docent-led tour of their new exhibit, “Drawing Justice: The Art of Courtroom Illustration,” which opened the day we were visiting. The exhibit includes drawings from 1964 to the present, including pictures of landmark cases, murder trials, political activists, terrorism, crime, celebrities (Jagger!), and others.

Thanks to Clifton Brown for arranging the program and thanks to the ABA for inviting LLSDC members to attend as well. It was a robust and well organized program, with lots of great questions and discussions, that provided a fantastic look inside one of the most amazing law libraries of the world. ■





# From the Editor

## That's a Wrap!

### ***Shannon Roddy***

*Student Services Librarian, American University*

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This is our year-end wrap/AALL preview issue. We've included a short guide to LLSDC members' presentations in Austin; I encourage you to attend as many as you can.

Also in this issue, Kelly McGlynn, senior research & knowledge analyst at Skadden, takes us on a tour of the Law Library of Congress as part of ABA Day. Dan Odenwald, principal research consultant at Capstone Information Services & Consulting, recaps a career strategist's keynote address from the annual conference of the Association of Independent Information Professionals (AIIP). In his tech column, Matt Zimmerman assesses the pros and cons of innovation tournaments. Andy Lang reviews *The Machiavellian Librarian: Winning Allies, Combating Budget Cuts, and Influencing Stakeholders*, a collection of essays aimed at bringing out your inner schemer.

I've really enjoyed being the editor of volume 60 of *Lights*. It's given me a chance to get to know so many of you (virtually, at least) and learn about the great work our members are doing. I hope to meet some of you in person at AALL in Austin. You can find me wherever there are margaritas and barbeque.



### **Submission Information**

*If you would like to write for Law Library Lights, contact Shannon Roddy at [roddy@wcl.american.edu](mailto:roddy@wcl.american.edu). For information regarding submission deadlines and issue themes, visit the LLSDC website at [www.llsdc.org](http://www.llsdc.org).*



# AALL Annual Meeting & Conference: LLSDC Highlights

**Shannon Roddy**

*Student Services Librarian, American University,  
Washington College of Law, rodny@wcl.american.edu*

**Sunday, July 16<sup>th</sup>**

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

ACC – Room 17AB

**Untraveled Journeys, Unmapped  
Destinations: Finding Your Own Path to  
Leadership and Career Fulfillment**

**David Mao**

*Chief of Staff, Assistant Vice President of  
Administration, Georgetown University Law Center*

Economic uncertainties and a host of disruptive forces in the profession raise questions and concerns about career and advancement opportunities in law librarianship. As structures change, technologies develop, and skills evolve, where do fulfilling career and leadership opportunities fit in? If traditional opportunities seem limited, take heed of the exciting and innovative ways that colleagues have disrupted traditional paths and expectations. Some created roles where none existed. Some shifted their own focus. Others simply swung for the fences. Learn from their innovations, professional reflections, and strategies—and then create your own.

**4:00 p.m. - 5:15 p.m.**

ACC – Room 16AB

**Diversity & Inclusion Symposium:  
Intersectionality and Identifying  
with Multiple Identities:  
Race, Gender, and Beyond**

**Cameron Gowan**

*Library Services Manager, Jones Day*

The symposium will address the topic of those who identify with more than one minority group, and how that causes a double or even triple impact on the level of adversity or difficulties they may face. It is likely a sentiment or experience that a number of others share with those in the various caucuses and the Diversity & Inclusion Committee.



## Monday, July 17th

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

ACC – Room 19AB

### **It's 9 a.m. in Beijing—Who Can Help with My Research?**

**Scott Bailey**

*Global Director of Research Services,  
Squire Patton Boggs LLP*

As corporate clients grow their operations beyond U.S. borders, even the smallest firms struggle with providing research support to attorneys who seemingly work around the clock. Providing “after-hours” reference service is not a one-size-fits-all proposition, so how can you determine which model will best suit the needs of your users? This panel presentation will highlight a variety of research coverage scenarios to help participants understand the pros and cons of each. Panelists will range from those at firms just starting to explore the options to those who have an established, global research support function.

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

ACC – Grand Ballroom G

### **Serving Law Students Beyond Traditional Library Hours**

**Michelle Wu**

*Associate Dean of Library Services and Professor of Law, Georgetown Law Library*

In today's marketplace, consumers are no longer constrained by traditional business hours. Businesses are staying open later and providing users with additional methods for accessing their products and services, such as self-serving kiosks and online access. Moreover, the proliferation of online video streaming and e-books has shown that users want to access content on their schedule. These characteristics extend to law students as well, who now expect to have the same level of service 24/7. Learn how law librarians can provide a comparable level of service for students who need access to library resources and services outside of traditional business hours.

## Tuesday, July 18th

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

ACC – Grand Ballroom F

### **Elevate! Lifting an Innovative Profession into the Light**

**Scott Bailey**

*Global Director of Research Services,  
Squire Patton Boggs LLP*

The PLLIP-SIS Elevation Task Force was tasked with identifying forward-thinking, innovative standards that will ultimately provide stakeholders with a true understanding of the value of law libraries. This session will focus on sharing the ideas generated by the task force and its consulting team, while engaging participants in additional discussion about valuable services offered, as well as working together to identify best-in-class practices that can be incorporated in the overall strategy recommended to AALL.



# Tuesday, July 18th Continued

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

ACC – Room 18AB

## Innovation Tournament

**Tom Boone**

*Associate Law Librarian for Electronic Resources and Services, Georgetown Law Library*

**Matt Zimmerman**

*Electronic Resources Librarian,  
Georgetown Law Library*

Innovation tournaments are opportunities to leverage the expertise of a group to come up with solutions that can address a particular challenge. First implemented within corporations to generate creative input among employees, innovation tournaments have now crossed into other sectors, such as academia, the tech world, and this year, the AALL Annual Meeting & Conference. Legal information professionals are forgoing the status quo every day—this is a new opportunity to showcase their ideas.

For the culmination of AALL's first innovation tournament, finalists will present their innovation plans to the audience, which will include a special panel of judges. At the conclusion of all presentations, two separate votes will take place: one conducted by the panel of judges, and another conducted by the audience. Two winners will be chosen; each will be awarded a \$2,500 prize.

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

ACC – Room 12AB

## Moneyball for Lawyers: How Legal Analytics Is Transforming the Business and Practice of Law

**Jean O'Grady**

*Associate Law Librarian for Electronic Resources and Services, Georgetown Law Library*

Imagine you could make a data-driven prediction about how opposing counsel, a judge, or a party to litigation or a transaction, will behave. What if you could anticipate the results a specific legal strategy or argument will produce? Would you continue relying exclusively on traditional legal research and reasoning to inform the advice you give clients, the documents you draft, the negotiations you conduct, and the arguments you make? Or, would you integrate legal analytics into your lawyering—in other words, "Moneyball" for lawyers? Find out how legal analytics and data-driven decisions can give you a significant and lasting competitive advantage.



## Tuesday, July 18th Continued

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

ACC – Room 18AB

### **Texas-Sized Access to Justice: A Conversation with Trish McAllister**

***Catherine McGuire***

*Head of Reference and Outreach,  
Maryland State Law Library*

Our country is facing an access-to-justice crisis and, as legal information professionals, we can be part of the solution. Join us in Austin as we learn about access-to-justice initiatives from the Lone Star State and consider how these initiatives might inform what you can do in your own library. The Legal Information Services to the Public Special Interest Section (LISP-SIS) will be hosting a program titled “Texas-Sized Access to Justice: A Conversation with Trish McAllister.” Structured in the form of a fireside chat, this program will consist of a conversation on civil access to justice in Texas and how one organization has succeeded (and sometimes failed) with a number of innovative initiatives.

The Texas Access to Justice Commission ([www.texasatj.org/](http://www.texasatj.org/)), created by the Supreme Court of Texas in 2001, is charged with developing and implementing initiatives designed to expand access to and enhance the quality of justice in civil legal matters for low-income Texans. Led by Executive Director Trish McAllister, the commission’s work includes building partnerships, fundraising, harnessing technology, and working with the legal community. Please join us to hear more about how the Lone Star State is innovating in the area of civil access to justice.

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

ACC – Grand Ballroom F

### **A Whirlwind Tour of the Hits and Hyperbole in Legal Research and Workflow Products**

***Jean O’Grady***

*Sr. Director of Research & Knowledge Services,  
DLA Piper*

This session will celebrate the power of gatekeeping. That gate swings both ways, so information professionals play an important role in “curating” products for their organizations. Two experienced information professionals will offer a fast-paced tour of the best new products and product features, as well as highlight some “head scratchers” and product gaffes. Speakers will highlight 30 to 40 hits and misses in the legal information landscape.





# Career Strategist Jenny Blake Coaches AIIP Members to Master the Art of Pivoting

**Dan Odenwald**

Principal Research Consultant at Capstone Information Services & Consulting in Washington, D.C.  
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“If change is the only constant, let’s get better at it,” author Jenny Blake writes in her new book, *Pivot: The Only Move That Matters Is Your Next One*.

A former career development coach at Google, Blake delivered the keynote address at this year’s annual conference of the Association of Independent Information Professionals (AIIP) in New Orleans. A member association of some 350 independent information professionals, AIIP focused this year’s meeting on “Resilience, Reinvention, Renewal: Pivoting for Success.”

An independent in her own right, Blake runs her own business and career coaching consultancy, and her book served as the fulcrum for AIIP conference programming.

Blake took her first of many career pivots when she joined a political polling startup while still in college at UCLA. She later joined Google and trained more than 1,000 employees in her first year at the company. At 24, she became a manager in Google’s training and development department. In 2011, she left to begin her consulting company.

Blake specializes in career changes, whether chosen or forced. (Indeed, her official bio reads: “Jenny Blake is an author, career and business strategist and international speaker who helps people organize their brain, move beyond burnout, and build sustainable, dynamic careers they love.”)

Time and time again in her coaching work, the author told AIIP members, she’s heard heartbreaking tales of dissatisfaction, unhappiness, and stagnation. Eventually unable to find meaning in her own work at Google, she felt like “something was missing,” to which her mother quipped, “Jenny, work is work. What the hell is wrong with you?”

But fed up with an inflexible system that didn’t seem to map to today’s workplace of reorganizations, downsizing, and the disruptions from the app economy, Blake believed there had to be a better way. “I felt like there was something wrong with me,” she told the audience. “And maybe I’m not the only one.”

Determined to answer work’s most important questions — What’s next? Who am I? How



can I make a difference in the world? — she began researching Pivot. Almost everyone she interviewed for the book was undergoing a pivot of some sort, she said, and she “became determined to solve this for all of us.”

Change is constant, she said, but stressful even when we know it’s coming. Career changes are especially so because they are tied to our most basic needs: food, clothing, shelter, not to mention our sense of self and larger place in the world. Better to comprehend how economic

forces are changing our work lives and how to respond to them than to be caught flat-footed, she recommends.

She quickly discovered “pivots don’t need to be crises.” Pivoting used to mean an invocation of Plan B, she said, but learning how to successfully navigate changes, both large and small, is the new Plan A.

Blake suggests a five-staged approach to pivoting, or anticipating what’s next and constructing a plan for it; namely:

## The Pivot Method

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### 1. Plant

What is working and where do you want to end up? Blake recommends assessing your strengths, doubling down on what’s already working, and building on that — even if it’s small at first.

### 2. Scan

Explore options. The aim of this stage is to conduct research, plug knowledge and skills gaps, have conversations, and clarify what types of opportunities interest you most. The author recommends tapping into your network to see what’s out there and plan your next move according to what you see.

### 3. Pilot

Test what’s next. Importantly, Blake does not recommend quitting your job tomorrow or firing your boss on Monday. Rather, she recommends a careful and methodical piloting phase in which you generate ideas, test them, and then take small, smart risks to inform bigger decisions about what comes next.

### 4. Launch

All in. Launching comes when the data is in, and you’re ready to risk failure by taking a leap of faith into your next chapter. Launches must include smartly executed risks based on sound facts and observations from your piloting phase. Blake adds that a healthy dose of adrenaline is needed to take the plunge when going all in.

### 5. Lead

Create a pivot-friendly culture. The final stage, Blake says, is for leaders. For those for whom pivoting has worked, the method can be shared with others.

In fact, Blake has compiled several resources — toolkits, worksheets, templates, etc. — at her website where you can also learn more about the author and her work: <http://www.pivotmethod.com>.



# Member Spotlight

## **Andrew Lang**

Reference Librarian, Georgetown University Law Center  
awl20@law.georgetown.edu



### **The FCC Library**

The FCC Library just won the 2016 FEDLINK Small Federal Library of the Year Award. The staff was presented with their award during the morning session of the Spring FEDLINK Exposition “Libraries in the Sky: On the Ramp to the Cloud” on Tuesday, May 9th at the Library of Congress. The link to the Library of Congress press release can be found here: <http://bit.ly/2rmzS4D>. Attached is a picture of the award in their display case (which also features a Star Wars Day display for May the 4th).

### **The Law Library Association of Maryland**

The Law Library Association of Maryland (LLAM) recently hosted a program called *Understanding Autism Spectrum Disorder (ASD) in the Library Setting* at the Maryland State Law Library on March 28th.

The workshop was presented by Trish Kane and Neal Lichter, who used experiential exercises, shared personal experiences, and presented library-based scenarios to provide attendees with considerations and strategies for working with and serving individuals with ASD. You can learn more about ASD and Pathfinders for Autism on their website:

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

# Member Spotlight, Continued

## Edward O'Rourke

Edward O'Rourke was awarded the Military Outstanding Volunteer Service medal by the Secretary of the Navy in recognition of his years of service on the LLSDC Board (2009-2014). Thanks, Ed, for all of your hard work and dedication to both LLSDC and the Navy!

## Larry Guthrie

Larry Guthrie, law librarian at Covington & Burling, is being inducted into the Special Libraries Association (SLA) Hall of Fame.

## Kelly A. McGlynn

Kelly A. McGlynn was recently promoted to Senior Research and Knowledge Services Analyst at Skadden Arps Slate Meagher & Flom. Kelly has worked for Skadden for five years, first in their New York office, and for the past three years, in their D.C. office.

## Member Question

### What is on your summer reading list?

"My summer reading list as of right now consists of Emma Donoghue's *The Wonder*, Brian K. Vaughan and Fiona Staples' *Saga* Volume 7, and Liane Moriarty's *Truly Madly Guilty*."  
—Brittany Ham, Librarian, FCC Library

So far, new book = *Churchill and Orwell* / Thomas Ricks; older book = *Earthly Powers* / Anthony Burgess.  
—Joe Thomas, Deputy Director of the Law Library, Georgetown University Law Center

*Thelonious Monk: The Life and Times of an American Original* by Robin Kelley, *The Intuitionist* by Colson Whitehead, *Startup* by Doree Shafrir.  
—Tom Boone, Associate Law Librarian for Electronic Resources and Services, Georgetown University Law Center



## AALL Innovation Tournament Seeks to Promote New Ideas

***Matt Zimmerman***

*Electronic Resources Librarian, Georgetown University Law Center  
mlz4@law.georgetown.edu*



I'm heading to the AALL annual meeting this year, and one of the events I'm looking forward to is AALL's first innovation tournament. Just in case you missed the emails earlier this year, here's what's going on: AALL invited members to submit innovative ideas online by May 5.

Submitters were asked to explain the challenge the idea is intended to address; the innovation itself, the support needed to implement the innovation, and how to measure its impact. From these submissions, a handful were selected for judging at the annual meeting. Submitters will present their innovations to a panel of judges who will choose two to receive a \$2,500 award.

At this point I should note that I was involved in two tournament submissions. I did one on my own, and my boss, fellow LLSDC member Tom Boone, submitted one listing me as a collaborator. Tom's made the cut, and he'll present it at the meeting. Yay, Tom! But you'll have to [come to the session](#) if you want to learn more about his idea and the other finalists. My goal right now is to explore the general topic of innovation tournaments and what librarians may get out of this approach.

At their best, innovation tournaments create a level playing field where new ideas can be generated and debated by anyone within an organization. [This article from Wharton's online business journal](#) notes that they can help conservative cultures break out of top-down approaches, or reduce reliance on specific creative individuals. Tournaments can excite and engage a community, helping people realize

# Tech Talk, Continued

their own value and how they can contribute to their organization's mission.

However, a tournament may not be the best way to solve every problem. They work best for "well-defined but highly unstructured problems." In other words, look for clear, specific questions that have infinite possible solutions.

Looking ahead to AALL, I see cause for optimism and concern about the tournament. As a non-lawyer technologist, I appreciate that AALL is working to promote innovation, technological or otherwise. The tournament itself is a fun bit of innovation, and I'm looking forward to it. However, participants were asked to simply come up with "a new, innovative, and implementable idea."

That's about as vague as could be, and I imagine that submissions were all over the map. Perhaps future meetings will come up with specific topics for innovation. Challenges on my mind lately include visualizing and communicating library usage data and finding things to do with emerging repositories of primary legal documents (e.g., Caselaw Access Project and Free Law Project).

I'm also curious to see how ideas generated for the tournament pan out over time. It's one thing to have a clever pitch for the annual meeting, and another thing entirely to take the idea back to your library and turn it into something useful and sustainable.

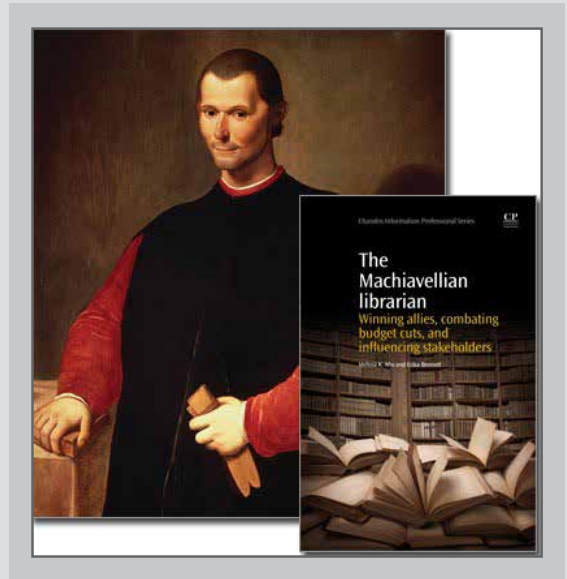
I'm sure that some of my questions and concerns will be addressed by the end of the meeting. But I think I can go ahead and offer some suggestions for the next AALL tournament and anyone else considering a similar event.

- ▶ Provide a clear question or challenge to address.
- ▶ Be transparent about selection criteria and the selection process.
- ▶ Have a round where the community (e.g. AALL members) votes on the submissions.
- ▶ Look for ideas that generate community excitement.
- ▶ Encourage contestants to work together across institutional boundaries. ■



# Book Review

**Melissa K. Aho & Erika Bennett, editors,  
*The Machiavellian Librarian: Winning Allies, Combating Budget Cuts, and Influencing Stakeholders*  
(Philadelphia, PA: Chandos Publishing, 2013)**



**Andrew W. Lang**

Reference Librarian, Georgetown University Law Center,  
awl20@law.georgetown.edu

*The Machiavellian Librarian* initially sounds like a contradiction: our ever-helpful information professionals scheming away whilst lurking in the shadowy corners of the stacks? The reality is nothing quite so nefarious, though the editors hope to address a familiar concern: “librarians need to boost their abilities to influence decision-makers, or else face professional extinction” (p. 2). Where else, then, should a librarian turn, but to the works of the most (in)famous political theorist of the Italian Renaissance, a man whose name is now synonymous with cunning and unscrupulous political manipulation: Niccolò Machiavelli. Seeking to compile useful strategies, tactics, and case studies for information professionals, the editors collected twenty-six original essays related to the theme of the “Machiavellian librarian.”

Overall, the Machiavellian theme is treated a bit tongue-in-cheek, but it does provide the reference point for the entire collection—every essay features some quotations from Machiavelli, and the authors frequently rely on the vocabulary of “princes,” “alliances,” and “principalities” to construct their analogies. The chapters cover a wide variety of topics that range in scope from very narrow (e.g., an explanation of the Social Style communication model as a strategy for writing e-mails) to very broad (e.g. a case study in building relationships and support necessary to establish a campus LGBT resource center). In

# Book Review, Continued

applying Machiavellian principles to the library profession, most of the book's authors push back against the negative connotation. Rather than simply embracing the "ends justify the means" mantra, the first author explains:

"A modern definition of Machiavellian might be more along the lines of someone who is willing to aggressively work to extend their influence in order to achieve a goal. A Machiavellian librarian can demonstrate a commitment to advancing through hard work. . . . The Machiavellian librarian might believe that while the task at hand could be unpleasant, it might be beneficial to rise to the occasion and get the job done" (p. 10-11).

In a good indication of Machiavelli's utility for the library profession, many of the authors independently drew similar conclusions and relied on the same quotations, despite the range of specific subjects. One of the major themes is the value of intentionality and strategic thinking. As one of the authors notes, "[a]s librarians, we can no longer afford to let our careers just happen" (p. 158). As members of a service profession, it is easy for librarians to view themselves as a passive resource, waiting for patrons to ask for our assistance. In contrast, the authors of this book advocate adopting a more active, intentional approach to promoting our institutions and developing new services. This means thinking about goals and finding ways to become indispensable, both as individuals and as institutions; it means building strong relationships with stakeholders and leveraging their support when necessary; and it means

recognizing opportunities, especially when they appear as challenges.

Politics and diplomacy run through almost all of the essays in some form or another. Like the "Machiavellian" label, workplace politics carries a negative or cynical connotation for many people. The authors push back against this response: as a service profession, librarians rely on relationship-building. Good librarians want to provide excellent service to all their patrons and, whether they acknowledge it or not, the unstated hope is that satisfied patrons will return and encourage others to do the same. As the authors contend, there's no reason to feel cynical about it—creating "alliances" with stakeholder groups is a natural, and desirable, byproduct of the work librarians do.

Two examples drawn from the academic environment included reaching out to student athletic programs, as a set of patrons with unique academic needs (p. 83); and creating roles for students on a library advisory board, to encourage student investment (p. 275). The social capital generated through these relationships can then provide leverage for expanding services or cover when the unexpected happens. As Machiavelli advises: "A wise prince [. . .] should never be idle in times of peace but should industriously lay up stores of which to avail himself in times of adversity so that when Fortune abandons him he may be prepared to resist her blows" (p. 50).

A final overarching theme is the importance of recognizing opportunities. As many of these authors quoted, Machiavelli wrote:





# Book Review, Continued

“Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage” (p. 173). The authors discuss different scenarios where opportunities were identified or obstacles were turned to advantage. Several chapters described making changes to library space or managing geographically separated library branches (pp. 117, 233), two authors wrote about the academic accreditation process and the opportunities it presents (pp. 189, 285), and one author wrote about how she was able to fill limited-term instructor positions by rebranding them as “Information Literacy Fellowships” (p. 173). It also helps to be prepared for the obstacles, which is another reason many of the authors encourage librarians to be actively building relationships and stockpiling social capital.

Apart from setting the “Machiavellian” theme, the editors clearly set some formatting parameters for the individual authors: every chapter ends with a list of recommendations. These recommendations expand the relevance of the specific article to general takeaway points. So even if the specific examples of one article may not seem relevant (e.g. the space redesign of a university library), there are still often valuable lessons that can be drawn from it (recognizing opportunities, communicating with patrons and administration, etc.). One of the book’s other strengths is that the individual chapters are short—on average about ten pages each—which keeps things moving and allows a lot of ground to be covered across the twenty-six chapters. Although the book is very informative,

many of the authors also manage to be entertaining—one used lyrics from Rush songs as the section headings for her contribution, and another chapter was titled “Weasels and Honey Badgers: Networking for Librarians.”

As with any collection of essays by different authors, not all of the chapters are winners, nor will they all be relevant. Although the essays manage to touch on a large range of subjects, most of the scenarios and case studies are focused on academic library settings. This is unsurprising in that most of the contributors work in academic libraries, though there are a few public and special librarians represented as well. Despite the academic slant, many of the points about networking, strategic planning, and targeted communication will still resonate with other librarians.

*The Machiavellian Librarian* is a valuable, novel, and often entertaining contribution to the literature of librarianship. As an academic librarian, there were many times where I found the authors pushing me to think in different ways about our services and potential partners throughout the community. It often feels like the literature about libraries focuses (too much) on the “adapt or die” threats posed by technological change. In contrast, this book presented stories of success and strategies for taking a more active and intentional role in one’s career, institution, and the profession. Like Machiavelli’s wise prince, a crafty librarian “ought to adopt such a course that his citizens will always in every sort and kind of circumstance have need of the state and of him, and then he will always find them faithful” (p. 54). ■



# Law Librarians' Society of Washington, D.C.

## A Chapter of the American Association of Law Libraries

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