Law Library Lights

Is It Too Soon to Write an Obituary for the Law School Computer Lab?

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Introduction

Today's students arrive at law school outfitted with a veritable arsenal of technological devices that supposedly assists them with the task of learning. These devices include laptops, netbooks, tablets, and smart-phones. With this in mind does it make sense for law schools to continue to provide their students with a facility equipped with desktop computers? While the answer to this question may seem obvious, the reality is that the manner in which students use their devices and the university supplied devices differ in subtle but important ways. These differences might just provide enough of a life-line to computer labs to prevent them from being closed down for good.

In 2009 the Chronicle of Higher Education appeared to sound the death knell for the campus computer lab by declaring that "the idea of the computer lab has been dying for some time," and citing instances of major universities, including the University of Virginia, phasing out

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their computer facilities.[1] Since 2009 the number of students who own mobile devices has only increased thanks in large part to the release of the iPad and other tablets, and therefore it would seem that the demand to shutter computer labs would only have grown louder.[2]

Certainly from the point of view of the law school administration the computer lab becomes an easy target in an economic climate that demands cuts in expenditures. Providing a purpose-built facility, equipped with up to date hardware, loaded with expensive software, and maintained by a roster of full and part time staff members appears unsustainable when almost every law student walks into the law school with their own hardware upon which resides their own software. This Bring Your Own Device (BYOD) approach to student computing can result in vast savings for law schools, and allows them to repurpose space that was previously one dimensional in its application. But does placing the onus on the student to provide their own technological infrastructure make sense in the law school environment?

In responding to this question we must be cognizant of the ABA Standards for Approval of Law Schools. Interpretation 704-2 (interpreting Standard 704, Technological Capacities), states that

"[a]dequate technological capacity shall include… sufficient and up-to-date hardware and software resources and infrastructure to support the teaching, scholarship, research, service and administrative needs of the school."[3] Whether this requires the availability of a student computer lab is open to debate, however the ABA currently does demand at least a certain level of hardware and software support for students that could best be accomplished through the provision of a computer lab. Looking to the future, it is uncertain whether this will continue to be the case since the Standards Review Committee has recently proposed deleting this interpretation.[4]

Portability v. Functionality

In order to answer this question we first must understand how law students use computers. A simple way of analyzing this is to break down everything students do with technology into three categories: reading, writing, and communicating. One of the assumptions sometimes made is that if the student has a smart-phone or an iPad then they have no need of other devices, and that somehow one device works well for all applications. The reality is that there is no single device that excels in all three tasks performed by students. A smart-phone might perform well for emailing their professor or classmates, while a tablet might be a convenient method to take notes in class, but do either serve as a good tool for the purpose of sitting down and writing a 30 page law journal note? Most would argue that the virtual keyboard, now ubiquitous on tablets and smart-phones, and the small screen size necessitated by the portability of these compact devices, are less than ideal for composing and editing long papers. Touch typists in particular respond poorly to the on-screen keyboards due to the lack of tactile feedback. In addition, the lack of a mouse and the compromised ergonomic arrangement

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of these smaller devices act as a disincentive to spending hours working on a paper.

When we also consider that student ownership of desktop computers has declined substantially in recent years then the rush to embrace the BYOD philosophy suddenly seems a little premature.[5] If the law school does not supply at least some PCs for student use, then the likelihood is that the students will be required to do all their research and writing on devices that lack full size keyboards and are equipped with screens that measure approximately 14" for the average portable laptop to less than 10" for the average tablet.

Beyond the limited exterior functionality of devices like tablets and smartphones, there are also serious challenges posed by what's going on under the hood of these devices. While all of these devices should have no problem obtaining a Wi-Fi connection, when it comes to multitasking between word processing and various other applications the tablets and smartphones quickly lose ground to the beefier laptops and even more capable desktops.

Death of the Desktop: Fact or Fiction?

The death of the desktop has been widely predicted for the past few years, especially as smartphones and tablets have increased in popularity. However, the rise of a new technology does not necessarily signal the demise of another. Desktops of the future will most likely look and operate differently, but they do fulfill a need and are not going away any time soon. Both Microsoft and Apple recently introduced operating systems that are designed to work across different devices. Windows 8 has touch-screen capability, but still supports keyboards and mice. Users can navigate between apps using touch, the mouse, or keyboard shortcuts. Users can also access the traditional

desktop, whether they are using a tablet or a PC. OS X Mountain Lion, Apple's Mac operating

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system, integrates and share many features with its mobile operating system, iOS 6, such as iMessage, Game Center and iCloud Tabs. Introduction and development of these platforms (Windows 8.1 will be released in late June 2013) demonstrate that Microsoft and Apple are committed to providing platforms that enable desktops, tablets and smartphones to enhance each other and work together seamlessly. Microsoft and Apple are not anticipating the death of the desktop, and neither should law schools.

Solution: An Array of Technologies

Currently, we have a scenario in which the student needs to maximize the portability of a smartphone, netbook or tablet when taking notes in class, emailing professors, or surfing the web over coffee, but needs to supplement this technology from time to time with a larger laptop or desktop. Evidence of this need for several types of technologies is supported by a study conducted through the EDUCAUSE Center for Applied Research, The ECAR National Study of Undergraduate Students and Information Technology. ECAR has conducted this study annually since 2004. The studies have shown that while new technologies strongly appeal to students, they continue to depend on traditional technology for research and writing. In the 2012 report, 65% of respondents stated that a desktop

computer is important to academic success.[6] This is actually an increase from 2011, when 57% of respondents stated that desktops are important to academic success.[7] In contrast, only 37% of respondents in the 2012 report believe that smartphones are important to academic success.[8] While students find mobile devices useful to access course websites and check grades, only 26% use them to access library resources.[9] A recent two year study at California State University San Marcos confirmed that while student ownership of mobile technology continues to increase, students consistently declared a preference for using desktop computers in the library.[10] This study further concluded that "providing a full-service computer environment to support the entire research process benefits the entire library."[11]

Although tablets are increasing in popularity, only 45% of surveyed students viewed a tablet as valuable to academic success.[12] Tablets are viewed largely as consumption devices, more suitable for general internet searching, social networking, and emailing. A recent survey conducted by the Donald W. Reynolds Journalism Institute supports this view. Ninety-one percent of

survey respondents age 18 - 34 reported using their tablets for entertainment, 96% for communication, and 83% for social media. In comparison, only 52% reported using their tablets for educational purposes. Even fewer (48%) reported using their tablets for creating and managing content.[13]

While the importance of desktops to students has increased, ownership of desktops has gone down. In the 2011 ECAR Study, 53% of students reported owning a desktop.[14] In 2012, that number dropped to 33%.[15] Interestingly, nearly 60% of respondents report using desktops for academic purposes.[16] Here at CUA, we have seen evidence of a small but growing need for library-provided desktops. In our 2008 student satisfaction survey, 21% of respondents cited use of the library's desktops as a reason for visiting the library. In 2010, 23% of respondents stated that they use the library's desktops several times a week. In 2012, we asked students what kind of technology they use to perform research. Over 97% reported using

laptops, while only 19% reported using smartphones and only 8% reported using tablets. A surprising 25% of respondents reported that they use the library's PCs for research. Respondents commented that they enjoy the convenience of a big screen to view their research and would use the desktops more often if they were of better quality.

Conclusion

What does this mean for law schools? A study by the Pew Internet Project found that Millennials are the only generation more likely to own a laptop than a desktop.[17] Although students value desktops, they are more likely to purchase laptops, which better serve their personal computing needs, especially the need for portability. As the 2012 ECAR study notes, the gap between desktop usage and ownership indicates

> "As the 2012 ECAR study notes, the gap between desktop usage and ownership indicates that students rely on their academic institutions for their desktop computing needs."

that students rely on their academic institutions for their desktop computing needs.[18] These factors demonstrate a truth common to libraries, which law schools would be wise to heed: the needs of library patrons as a whole are often different from the needs of an individual. The technology needs of law students as a whole are very different from those of the average consumer purchasing electronics for his/her own personal use. As students increasingly use their technology budgets for gadgets, it will become more important for law schools to provide technologies that students need but don't necessarily own. Instead of phasing out desktops, law schools should provide robust PCs outfitted with the latest software, in places where students will use them. ∎

Notes

[1] Ben Terris, *Rebooted Computer Labs Offer Savings for Campuses and Ambience for Students*, The Chronicle of Higher Education (Dec. 9, 2009), http://chronicle.com/article/Computer-Labs-Get-Rebooted-as/49323/.

[2] Aaron Smith, Lee Rainie & Kathryn Zickuhr, *College Students and Technology*, Pew Internet and American Life Project (July 19, 2011), http://pewinternet.org/Reports/2011/College-students-and-technology/Report.aspx.

[3] American Bar Association, 2012-2013 ABA Standards and Rules of Procedure for Approval of Law Schools 49 (2013).

[4] American Bar Association, Section of Legal Education and Admissions to the Bar, Standards Review Committee, *November 16-17, 2012 Minutes*, 4 (November 2012), *available at* http://www.americanbar.org/content/dam/aba/migrated/2011_build/legal_education/committees/standards_review_documents/nov2012/2012_nov_src_meeting_minutes.authcheckdam.pdf.

[5] Nick Wingfield, *As New iPad Debut Nears, Some See Decline of PCs*, N.Y. Times, March 6, 2012, at B1.

[6] Eden Dahlstrom, *ECAR Study of Undergraduate Students and Information Technology, 2012 (Research Report)*, EDU-CAUSE Center for Applied Research, 24 (September 2012), http://net.educause.edu/ir/library/pdf/ERS1208/ERS1208.pdf.

[7] Eden Dahlstrom, Tom de Boor, Peter Grunwald & Martha Vockley, The ECAR National Study of Undergraduate Students and Information Technology, 2011 (Research Report), EDUCAUSE Center for Applied Research, 16 (October 2011), http://net.educause.edu/ir/library/pdf/ERS1103/ERS1103W.pdf.

[8] Dahlstrom, *supra* note 4 at 24.

[9] *Id.* at 17.

[10] Susan Thompson, *Student Use of Library Computers: Are Desktop Computers Still Relevant in Today's Libraries?* Information Technology and Libraries, December 2012, at 20.

[11] *Id.* at 31.

[12] Dahlstrom, *supra* note 4 at 24.

[13] Roger Fidler, Ken Fleming, *RJI-DPA Tablet Research Project*, Donald W. Reynolds Journalism Institute Digital Publishing Alliance (June 19, 2012), http://www.rjionline.org/news/q2-what-are-owners-doing-their-mobile-media-devices

[14] Dahlstrom, *supra* note 5 at 8.

[15] Dahlstrom, *supra* note 4 at 13.

[16] *Id.* at 13

[17] Kathryn Zickuhr, *Generations and Their Gadgets*, Pew Research Center's Internet & American Life Project 9 (February 3, 2011), http://www.pewinternet.org/Reports/2011/Generations-and-gadgets.aspx.

[18] Dahlstrom, *supra* note 4 at 14.

From the Editor

Summer Issue

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This summer issue of *Lights* is unsurprisingly slim. Many of us are busy with children's graduations and summer activities, vacation and travel, and the like. In anticipation that many librarians would be busy or out of the office, I declared the summer theme a catch-all. Authors were free to submit articles on any topic relevant to law librarianship.

We have an outstanding feature article by Stephen Young and Frances M. Brillantine about whether there is still value in maintaining a computer lab of desktop computers in law school libraries. Amid shrinking budgets and space, and when more students than ever have laptops and mobile devices, this is an important piece. The empirical evidence the authors provide for maintaining computer labs may differ from what you expected and is helpful for planners in the academic environment.

On the other side of things, Tracy Woodard's piece discusses resources she has used as a law firm librarian since December. Woodard spent the prior decade in academia and is learning the ropes of the law firm world. The value in her article is that she invites you to discuss resources with her, providing her Facebook and Twitter contact information to promote networking.

Dawn Bohl's book review will pique many librarians' interest. She reviews *Quiet: The Power of Introverts in a World That Can't Stop Talking* (New York: Crown, 2012) by Susan Cain. Cain theorizes that our culture has come to favor extroverts in the last century, provides research information on the much over-looked excellence of introverts, and, in the last part of the book, suggests ways that introverts can manage in an predominantly extrovert world.

Roger Skalbeck explains some tools for reducing the "noise" in our online conversations in his Tech

From the Editor, Continued

Talk column. These tools enable you to customize your online conversations to "hear" only what you truly want to.

Scott Bailey and Ed O'Rourke share the President's column as Scott relinquishes the LLSDC presidency to Ed for the upcoming year. The leaders interview one another. Their creative approach to this issue's column provides us insight into their presidential terms and glimpses of their personalities. This is a fun "Presidents' column."

I'm turning over leadership of *Law Library Lights* to Ann Baum for the upcoming volume 57 in the 2013-2014 year. I've very much enjoyed working on *Lights* with Jill Smith last year and Ann Baum this year. I especially thank Scott Bailey for his enthusiasm about *Lights* and LLSDC in his year as President. I also thank Dawn Bohls and Roger Skalbeck for regular contribution to *Lights*, and Leslie Lee for reliably reporting our member news. *Lights* is completely volunteer run. It is an excellent publication. It has been recognized as such by AALL, winning the Best Newsletter award in 2007 and 2013. Working on *Lights* is highly enjoyable. I encourage you to volunteer for *Lights* and to submit your good written work product for publication. ∎

Member Spotlight

Molly Brownfield

Molly Brownfield recently changed positions and is now Director of Research and Attorney at Law* at the firm of Kelly IP, LLP, a new intellectual property boutique firm formed by five Finnegan Henderson Farabow Garrett & Dunner LLP attorneys. (*Practicing under the supervision of the attorneys at Kelly IP, LP)

Ellen Sweet

Ellen Sweet was a speaker at the Arizona Association of Law Libraries' Congressional Information Symposium on Friday, April 26, in Phoenix. Her talk was on "The Federal Legislative Process and its Document Trail."

Rick McKinney

Rick McKinney was a speaker at the Arizona Association of Law Libraries' Congressional Information Symposium on Friday, April 26, in Phoenix. His talk was entitled "Finding or Compiling Federal Legislative Histories Electronically." and is available at http://www.llsdc.org/attachments/wysiwyg/544/elec-leg-hist-docs-f.pdf.

Presidential Interview

Scott Bailey and Ed O'Rourke

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By way of introduction to those that don't know them, the incoming and outgoing presidents of LLSDC thought they might interview each other and see what happened. The following are the result.

1. **Scott, do you feel you accomplished all of your goals you had set during your term in office?**

I hope the direction we are taking with outreach to other associations and related organizations takes off and endures. I still think our greatest challenge is visibility and that outreach is the key to reaching populations that don't yet know how amazing this group is. I would like to see us do more with ALA (Administrators), LMA, ARMA and others that are vitally important to the perception of our value. Partnering with other chapters on initiatives such as the Showcase was really helpful in expanding our message. I would include the faculty organizations for the academic community and government agencies, too. The Global Giving program is something I'm glad that we started during my term. With the ideas of Laurie Green behind the initiative, I'm confident that it will grow and that we will give beyond our borders and challenge our generosity. A huge highlight of the year to me was the LLSDC Showcase and it's rewarding to see that concept repeated in New York with plans to take it elsewhere. I would like to see it repeated again in DC one day (hint, hint). There is so much left to do. While we didn't launch our first DC librarian space colony, I had to leave some things for you to accomplish, Ed.

2. **What advice would you give to your successor?**

It goes by really fast, so be prepared to hit the ground running in August after the July break. It feels like the regular events and calendaring of new events really sneak up on us because the organization is

President's Column, Continued

so active. Calendar early and often and reach out to the board for help. You have a big year to plan a big party and accomplish a great deal and I'm looking forward to helping with that as past president. You will do great.

3. Do you feel there were enough events held during the year and were they a diverse mix to meet all interests?

We had almost 30 events - educational and social this year - and I hope there was something there for everybody. I was kind of hoping for a librarian car show, but maybe next year? Trivia might be more realistic.

4. How would you advise growing the chapter into the largest in the country?

Again, I think the key is outreach. I know the board winces when I say it, but I really think we need to do cross-promotional events to get interest from groups where this may not be their primary membership. In my view, our low membership cost really offers a great value, and the potential to grow our membership by recruiting others who have one or more related memberships is really strong.

5. What is your legacy?

I would say outreach. Ha. And hopefully a sense of humor. Offering Todd Venie the AALL chapstick at the board meeting during a presentation might have been a bit much, though. Sorry, Todd.

6. Describe your best moment as President.

My best moment was at the opener last year when we introduced our honorary member from ALA, Elaine Gregg, and the Global Giving program spearheaded by Laurie Green. That summed it up for me because we were heading into the exciting possibility of the Showcase and establishing liaison relationships with groups that would hopefully endure to spread the word about the strategic value of librarianship, as well as giving something back through Global Giving. It didn't hurt that we were on the roof of our new office, which was an exciting venue for me to introduce the year's plans.

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1. Ed, it's been great working with you for so long already. It seems like you have everything down. How long have you been on this board?

I have been on the board serving the LLSDC Community since January 2009. I was appointed by

President's Column, Continued

the board at the time to fill the assistant treasurer position which had been vacated due to a change in profession. Since that time, I have served as Treasurer, Board Member at Large, and Vice President. I have also served as the Scholarships and Grants Committee Chair since August 2011. I am honored to work with (and to have worked with) such a nice group of individuals, all of whom have brought a diverse array of ideas and thoughts to the table.

2. You recently had a chance to do some pretty amazing things in Germany. Mind telling us about it?

I am a member of the Navy Reserve. I was selected last year in a very competitive national selection process to be part of an officer exchange with members of the German and British naval forces. I was chosen for Germany, which was quite an interesting and unforgettable experience. I served with German Naval Air Wing 3 which is based in Nordholz (a small town on the North Sea coast). I had the opportunity to fly in a Sea Lynx helicopter, a Dornier pollution control aircraft, and a single engine plane which was flown by a Luftwaffe fighter pilot who had spent 6 years in Texas. My host had been an exchange student in Texas and attended flight school in Arizona and Florida. I also participated in their sea survival school (part of which involved swimming out of a sinking helicopter fuselage) and sat in with the air traffic control team at their airport. I was treated very well and the host forces went out of their way to ensure I enjoyed myself. I also visited Bonn, Cologne, Bremen, Bremerhaven, and Hamburg. Quite the experience.

3. Ed, what are your objectives for your time as LLSDC President?

My objectives as President are to do the very best job I can to serve the LLSDC Community and to help our chapter grow to be the largest in the country. I also aim to continue with reaching out to other organizations like ILTA and such to promote our profession. I am currently in early discussions (pending board approval) of having a joint LLSDC-VALL meeting next spring. I would also like to continue to arrange a variety of events during the year. I am very excited to be part of the incoming board and I wish the outgoing board the best.

4. We have a lot to celebrate with the 75th Jubilee coming up! What a cool time to be president. What can we expect in terms of festivities for the coming year? Can you give us a teaser?

I plan to give a bit of thought to the festivities for the 75th, with likely an event in the spring. I hope to also do a little research on the early years of LLSDC.

Half a Year's Research for a New Legislative Law Librarian in a Law Firm

Tracy Woodard

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In December, I began working in the D.C. office of Katten Muchin Rosenman LLP, where I am the firm-wide Legislative Librarian.

Before this, I worked in academic law libraries in D.C. for ten years. I've been a reference librarian, taught legal research to first year law students, and have worked on records management.

My background may be similar to yours or different. Nevertheless, our commonality is law librarianship. I invite you to take a look into six months of legal research in a law firm library. I list my research projects and then briefly mention what source I use and why. At the end of this brief description, I invite you to discuss these resources with me.

Month 1

Docket research
NAICS research
Federal legislative research
Legal technology
Supreme Court case research

Month 2

Bankruptcy research
Book borrowing
Docket research
Lobby rules
Federal and state legislative research

Month 3

Bankruptcy research
Federal regulations research
Foreign case law research
Federal and state legislative research
Tax legislative sources

Month 4

Corporate research
Docket research
State and local legislative research
State laws survey
Tax legislative sources

Month 5

Bankruptcy research
Corporate research
Docket research
Legislative and regulatory research
Municipal legislation research

As you can see, the most common subjects I research are federal legislation and federal legislative history, dockets, and business competitive intelligence (NAICS research).

There are countless sources that I use for federal legislative research. If I am researching the legislative history of a section in the United States Code, I generally start with WestlawNext to obtain the credit history. On one occasion, I actually found that the credit history in Bloomberg Law was not up to date, but it was on WestlawNext. WestlawNext is expensive but it is my "go to" source when I begin legislative history of a section in the Code.

For legislative history research in the Bankruptcy Code, I use the treatise Collier on Bankruptcy (LexisNexis Matthew Bender). Collier provides detailed history of all of the major bankruptcy laws. I can fill-in the rest of the research with other sources for legislative history research.

I use Bloomberg Law and PACER for docket research. I trust PACER because the courts use it and it is administered by Administrative Office of the United States Courts. The drawback to PACER is that the searching mechanism is clunky; whereas, the search mechanism is better on Bloomberg Law. I can use search operators and keywords on

Month 6

Bankruptcy research
Docket research
Historical regulatory research
Federal and state legislative research
Tax research

Bloomberg Law. The interface on Bloomberg Law is also easy to use and aesthetically appealing in comparison.

For NAICS research, I use Hoover's Company Profiles, Dun & Bradstreet, and Bloomberg Law. Hoover's looks fantastic, but I find that exact name searching can be hit or miss. But I can use the NAICS number to find the correct information in Hoover's every time. Hoover's and Dun & Bradstreet can be used for business and client development projects. And Hoover's company reports can be used to supplement information when you are compiling background history of a potential client. Dun & Bradstreet can be used for industry classification research.

This article scanned some of the legal research topics and sources that I have used in the past six months as a new law firm librarian. I have also collaborated with the firm librarians on business and client development projects.

Although I've worked in academic law libraries for ten years, I'm new to firm librarianship. I'm curious how my work compares to others' and what sources you use to find information most efficiently. Email me, or ping me on Facebook or Twitter, to talk about research and legal resources. ∎

Tools for Tuning Social Signals

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Finding useful signals among the noise of online conversations can be difficult. Choosing to hand-tailor a collection of Twitter posts, blog entries, or other social activity can be worthwhile, but it's also a lot of work. There are many tools available to help automate and fine-tune online conversations. Following is a collection of resources compiled for the 2013 CALI (Computer-Assisted Legal Instruction) conference in Chicago.

These resources can help you manage, track, update, curate, document and syndicate social signals. This content might be from Twitter, Facebook, LinkedIn, Blogs, RSS, Pinterest, Tumblr, and other resources.

Hootsuite — *http://www.hootsuite.com/*
This is an online service started for managing posts to Twitter, Facebook, and LinkedIn. Within a browser window, you monitor activity streams, track conference/event hashtags, or track separate groups like Twitter Lists or LinkedIn Groups. They've recently added access for other apps like YouTube, Tumblr, Flickr, and a general purpose RSS app. You can monitor searches with keywords or groups from existing networks (like Twitter Lists). Hootsuite lets you manage up to five accounts for free.

Example: Monitor Twitter for mentions of your law firm, law school, or a conference hashtag.
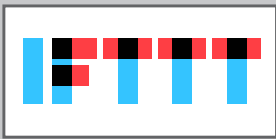
Yahoo! Pipes — pipes.yahoo.com
This is a great tool to hand-tailor RSS feeds and create custom-filtered output. With this, you can combine multiple feeds, take content from sites that don't support RSS, filter results based on key words, and re-publish content. For instance, you might want to track only certain authors, categories, or key words in an RSS feed. Pipes has been around for a while, and it's still alive and well. Though it can be a bit daunting visually,

there's often little need to know how to write code to create advanced tools.

Example: Georgetown Law Faculty Blog Aggregator: http://www.law.georgetown.edu/faculty/blogPosts.cfm -- An automated collection of blog posts from fourteen law professors at Georgetown who contribute to personal and group blogs.

IFTTT — *ifttt.com*
The service name is "If This, Then That" which is used to create connections between more than 60 sources that trigger events based on key word, action, or other conditions. For instance, you can get a text message when it will rain the following day, or you can post RSS output or new Flickr content to Twitter. Each triggering event connects two services based on triggering events. Many actions help automate storage, such as saving something to Evernote, Dropbox, or Box. You can even use triggers to control the hue of a brand of Philips lights in your home.
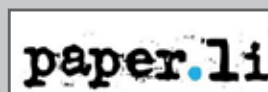
Storify — *storify.com*
Posts to Twitter or photos from Instagram can often be ephemeral or fleeting but have a strong value for context and annotation. The Storify platform lets you hand-select materials from these and other platforms to create an online story. For instance, you might want to summarize a conference,

event, or even a single presentation. Though many conferences capture conversations with a hashtag (like #AALL13), there can be a lot of noise among the good conversational signals. With Storify, you can pick the updates you want to include and augment them from another service, such as Instagram.

Example: Presentation Summary for: Legal Reference for Non-Law Librarians http://storify.com/librarygrrrl/sslbc-2013-legal-reference-for-non-law-librarians

Note: Both Hootsuite and IFTTT provide ways to add items to a Storify collection. With Hootsuite, you have a way to put items in a collection manually based on your own searches and network view. With IFTTT, you can have activity on other services trigger an action to post something (even a draft) to a Storify collection.

Paper.li — *paper.li*
This is an automated platform for creating an online newspaper based on your Twitter feed and sources you select. Updates can be on a scheduled basis, and are grouped by subject, such as technology, education and politics.
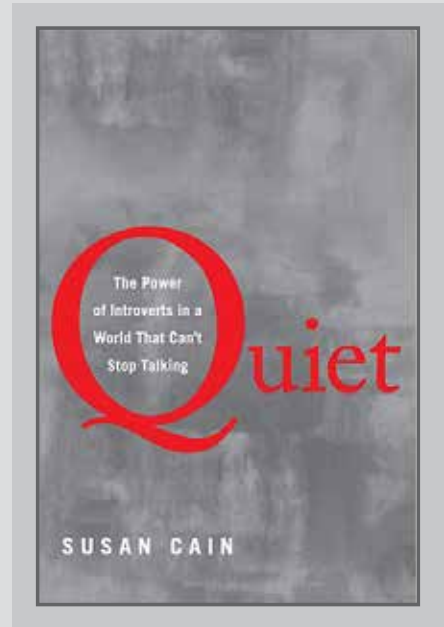
Example: Nebraska's Schmid Law Library http://paper.li/schmidlibrary/1360182652 — created by Marcia Dority Baker. This is a collection of sources for the law school's community based on legal sources and Nebraska-specific content. ■

Susan Cain, Quiet: The Power of Introverts in a World That Can't Stop Talking (New York: Crown, 2012)

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How many times in my book reviews over the past few years have I referred to "the typical introvert librarian"? It's a stereotype, but I suspect that most of us librarians really are introverts. I know I am. So for this summer's book review, I decided to have a bit of fun with my book choice and read a selection about introverts recommended by Amy Dickinson (of the "Ask Amy" advice column): Susan Cain's *Quiet: The Power of Introverts in a World That Can't Stop Talking*. According to Cain, "the single most important aspect of personality . . . is where we fall on the introvert-extrovert spectrum" [p. 2].[1]

Introverts often feel out of place and marginalized in today's world, where extroversion is the cultural norm, especially here in the United States. We have transformed from a "Culture of Character" to a "Culture of Personality,"[2] a shift that occurred around the turn of the twentieth century and resulted in what Cain calls the "Extrovert Ideal." We introverts would have been quite at home in earlier centuries, when most people lived in small communities and encounters with strangers and new situations were relatively unusual. In the Culture of Character, says Cain, "the ideal self was serious, disciplined, and honorable. What counted was not so much the impression one made in public as how one behaved in private" [p. 21]. The shift to an industrial, urban society resulted in a new kind of world where the ability to project confidence and to make a positive first impression became essential attributes for success. The Culture of Personality now held sway. Cain sees the early 20th century success of Dale Carnegie's self-help books, courses, and lectures on public speaking and interpersonal skills as a sign that the Culture of Personality had come into its own. If you weren't an extrovert, you could and should learn to act like one.

Book Review, Continued

In the second chapter of *Quiet*, Cain, who is herself an introvert, describes several sometimes hilarious forays into extreme extrovert territory -- a raucous Tony Robbins seminar in which enthusiastic attendees are motivated to UPW -- UNLEASH THE POWER WITHIN; Harvard Business School, attended by so many of our influential corporate and government leaders; and Rick Warren's evangelical Saddleback Church, whose members are expected to go out and proselytize. I'm very certain that I would feel as awkward as Cain does in these settings, all of which epitomize the Culture of Personality and promote the idea that extroverts are winners — of money, of power, even of God's special favor. But as Cain points out, reality is not so simple.

We tend to assume that extroverts make the best leaders. Management theorist Jim Collins found just the opposite. Collins studied the characteristics of high-performing companies, and found that the leaders of those companies were described as "quiet, humble, modest, reserved, shy, gracious, mild-mannered, self-effacing, understated" [p. 54-55]. Another management professor, Adam Grant, examined situations in which introverted leaders fared better than extroverted ones. He found that groups of self-motivated employees performed better when their managers were introverts, whereas more passive employees do better working for extroverts. The introverts were more willing to accept input from others and to encourage proactivity, while the extroverts were better at inspiring and encouraging less motivated workers. Overall, the self-motivated teams led by introverts performed better than the passive teams led by extroverts.

And what about the hallmark of the business school model -- the group project? Studies since the 1960s have repeatedly shown that "performance gets worse as group size increases" [p. 88]. Given the consistently less favorable results of Groupthink, organizational psychologist Adrian Furnham believes that "If you have talented and motivated people, they should be encouraged to work alone when creativity or efficiency is the highest priority" [p. 88]. Interestingly, the exception to this rule involves online brainstorming and electronic collaboration, but as Cain points out, "[P]articipating in an online working group is a form of solitude all its own" [p. 89].

In the second part of the book, Cain discusses the research into nature versus nurture theories of introversion and extroversion. It seems that like other personality traits, our introversion or extroversion is about 40-50% hereditary [p. 105]. In certain children, a tendency to one or the other is visible from infancy, while others among us are more affected by our experiences. And even among introverts and extroverts, there are broad spectrums for each. Think about librarians. You've got your back room catalogers who rarely work directly with customers; you've got reference librarians who are typically very

comfortable dealing with attorneys, paralegals, and staff and their information needs; and then you've got library managers and directors, who have to actually promote their libraries, justify their budget needs, and engage top management on behalf of their libraries.

Even confirmed introverts will have different comfort levels when faced with different social situations. I was a cataloger for two years at an academic library, and I was so starved for human interaction that when I would have to make a trip to the stacks, I would hope to run into someone to help. At the other extreme, the thought of having to make small talk at office happy hours has me hiding in my office. I seriously pursued a doctoral degree in English at one point in my life, but ultimately decided that the life of a professor was too solitary for me. Unlike many people (whether introverts or extroverts), I am perfectly comfortable standing in front of a classroom teaching dozens of students, or giving presentations to my peers, but group "ice breaker" sessions with strangers are very painful. How can these contradictions be reconciled?

Cain points out that introverts are not *anti*social; rather, they are differently social from extroverts. Introverts prefer the company of close friends while extroverts flourish at parties. Introverts often shine in controlled situations like reference interviews or even classroom teaching, but dread or even fear casual gatherings with relative strangers. Socializing is ultimately draining for introverts, while it's energizing for extroverts. Introverts may enjoy themselves in social situations, but then they need time to recharge. That's true even for introverts who excel at self-monitoring -- "modifying their behavior to the social demands of a situation" to the point where they may actually come across as extroverts [p. 212]. To a certain extent, both introverts and extroverts are capable of modifying their behavior to fit the situation at hand. Introverts can be especially adept at self-monitoring when they are passionate about a cause.

The last part of the book deals with being an introvert in an extroverted world. Cain addresses some common situations faced by couples made up of an introvert and an extrovert, and by parents of introverted children. I felt this section was the weakest part of the book, mainly because it was too short to address a variety of scenarios. The remainder of the book, however, was very interesting and an enjoyable read. It's not quite light beach reading, but to get a better sense of how introverts fit into and contribute to our world, *Quiet* is definitely worth a spot on your summer reading list. ■

Notes
[1] Page references are to the Kindle edition.
[2] Cain's source for the Culture of Character vs. Culture of Personality is cultural historian Warren Susman [p. 21].

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