Technology and Law Library Administration

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Library administration has never been more challenging than in the last decade of the 20th Century, as we find ourselves on the threshold of the Information Age. This should be the era of the information professional; yet librarians are increasingly challenged by the information industry, computer professionals, MIS-trained analysts, and their own faculties and students to justify their status, information budgets, and space. We can either cling to the traditional skills we have always employed or build upon those skills of information organization and instruction to assume a central role in this new era.

Our job is made more difficult by the necessity of maintaining traditional information resources while moving into new formats. No formulas exist to assist law librarians in deciding how many hard copies to retain; whether microform, CD-ROM, or online versions best serve patron needs; or how acquisition budgets should be divided among the various formats. Law library staffs are in flux, although the trend away from technical services towards reference, computer support, and administra-

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1 Director of the Law Library and Professor of Law, New York University.
2 Thomas L. Kilpatrick, In the Literature; Review of Literature on Library Automation, 14 LIBR. SOFTWARE REV. 26 (Mar. 22, 1995). The majority of information available to scholars today is still available in print. Id. That will not always be the case as the current revolution in information technology has led to the rapid conversion of information from print to electronic formats. Id. Additionally, many new sources are becoming available in a digitized format without ever being produced on paper. Id. “In an electronic environment, information can be made available from the moment of creation.” Id. Likewise, information that can be created in an instant can be altered as quickly. Kilpatrick, supra. Therefore, information that is available today, may not be available tomorrow. Id.

This information revolution has posed many problems for law libraries which have the dual mission of preserving rapidly changing information for future generations and making this overwhelming amount of material available to those who need to access it now. Id. How well they accomplish this task will affect the relationship between the researchers of today and the scholars of tomorrow. See id.
tion seems likely to continue.

Library budgets, which have been flat or shrinking for a decade, seem unlikely to grow dramatically; yet law school programs, which increasingly emphasize interdisciplinary studies, interactive student involvement, and internationalism, place increased demands upon those budgets. Librarians have responded by forging partnerships with their counterparts in other disciplines, by working with clinical faculty to share the teaching of lawyering skills, and by using the Internet to communicate with foreign colleagues as they seek immediate answers to increasingly sophisticated and time sensitive queries.

Even academic librarians, historically immune from the cost justification pressures that predominate in the private sector, are now confronted with the need for resources beyond their budgets. Library administrators are balancing the individual transaction charges involved in document delivery or customized database searching against the administrative costs of providing such value-added services. Only a few law libraries, such as Columbia University and the University of California at Berkeley, have the collection breadth, depth, and sophisticated research capacity to undertake such services. The conversion of high demand collections to electronic format may offer fee-for-service opportunities for individual searches and document delivery to a broader base. Columbia's Pegasus, IIT-Chicago-Kent's electronic international relations service, and Cincinnati's Diana human rights database are pioneering projects in digitization.

The vagaries of funding per transaction have led other law library administrators to pursue grant or contract funding to support experiments in technological information delivery. For example, Pace University has received support from the National Center for Automated Information Research (NCAIR) for its UN Sale of Goods cooperative international translating, indexing, and abstracting distributed database. New York University contracted with the United States Agency for International Devel-

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2 See John C. Tredennick, Lawyers at the Crossroads: Making the Change to New Technology, 20 L. PRAC. MGMT. 30, 37 (1994) (quoting Ronald W. Staudt, Vice-President of NCAIR who has stated that NCAIR has assisted Cornell Law School, Chicago-Kent Law School, and Villanova Law School in creating electronic resources that will serve lawyers, law professors, and students).
opment (USAID) to establish an electronic information transfer station to receive inquiries from eleven former Soviet republics engaged in statutory revision. New York University is engaged in a feasibility study to evaluate information on demand delivery as an alternative to anticipatory collection building in developing democracies. Presently, our staff at New York University is committed to the demand approach for providing legal information to institutions engaged in new fields of research. This approach does not carry the baggage of existing collections requiring simultaneous maintenance. We plan to evaluate the same approach as our faculty moves into new area studies and disciplines.

The identification, implementation, and evaluation of opportunities have become increasingly cooperative. Regardless of the formal organization chart, law libraries are utilizing parallel, problem-oriented work groups which utilize the theoretical knowledge and practical skills of all employees. As responsibility shifts down the hierarchy, unnecessary layers of middle management are falling out, thus improving vertical and horizontal communication. The Internet revolution, following on the heels of the LAN/Network and PC revolutions, facilitated these changes. Work can now be spread to any part of the world whose research networks are linked to the Internet.

I. The Internationalization of Legal Information

Dean Rudolph C. Hasl has spoken about the possibilities for international resource sharing that come from technology. The

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4 See generally Thomas H. Reynolds, A Position Paper on Automated Legal Information Retrieval, in 1 SETTING THE LEGAL INFORMATION AGENDA FOR THE YEAR 2000 609 (Mary Kathleen Price & Margaret Maes Axtmann eds., 1993) (discussing various information retrieval systems existing throughout world). The major European legal databases are available to any user in Europe, and are likely to grow more sophisticated and expanded. Id. at 613. The United States, however, has very few links to these databases and the databases themselves are not linked into a unified system. Id. LEXIS's international French, British, and European communities libraries, however, are excellent sources of legal information in those jurisdictions. Id. at 616. The LEXIS library is the only one that the “average American user will find easily accessible.” Id.
5 Rudolph C. Hasl, H.A.B., J.D., L.L.M. is the Dean of St. John's University School of Law.
opportunity to communicate electronically with our colleagues around the world has provided U.S. law libraries with legal information in a more timely manner than when libraries were entirely paper-driven. The primary concern of the participants from Australia, Germany, the Netherlands and the United States at the International Association of Law Libraries (IALL) meeting in Amsterdam was the pressure to keep a step ahead of the demands of technology in our own libraries.

The challenge of providing sophisticated legal information service has become international. Presently, European law schools are facing similar demands from faculty and students for E-MAIL hook-ups, which have U.S. law school administrations scurrying for fiscal, human, and space resources. Librarians complained of the physical problems of installing LANs in buildings much like the New York University Law Library, where millions were spent on mahogany but nothing was spent on cabling for computers.

Reactions to that technology, and the percentage of faculty, staff, and patrons who are becoming very pro-active in using it are similar in Europe and in the United States. A colleague from the Research Service of the European Parliament reports that he learned more about using the EPOCH Database of his own institution from subscribing to Renata Weidiger's course on that subject, taught on EUROLEX, than he had from all of the manuals, paper materials, and live instructional sources available within his institution's library. In Europe, just as in the United States, most of the activity in the area of technology is occurring outside of the library. Librarians, as administrators, must be aware that in the future their ability to control important resources may be lost forever.

II. TRANSITIONAL MODELS

It is very important for us to look at where we have come from and where we are going during this very stressful, challenging, and exciting time. I am reminded of the Chinese curse: "May you live in interesting times."

In Redesigning Library Services: A Manifesto, Michael

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Buckland traces the evolution of libraries from paper, to automated, to electronic. In the 1970's, most of us worked in primarily paper libraries. Paper records controlled paper collections. Because the paper record on which we all relied, the card catalog, was located in one place, libraries were highly centralized organizations. A hierarchical management structure was apparently the most suitable for dealing with this system. Information traveled up and down the management line, and very little information passed horizontally from department to department.

In the 1980's, either to facilitate the advent of technology, or as a result of it, a flattening out of library organizations emerged. Peter Drucker has postulated that as the use of electronics expands into new areas, the hierarchies found in institutions such as libraries will disappear. In today's automated library, where internal automation is used to control paper and other format materials, parallel structures exist. These structures consist of a formal bureaucracy that has traditional hierar-

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Traditional organization basically rests on command authority. The flow is from top down. Information based organization rests on responsibility. The flow is circular from the bottom up and then down again. The information based system can therefore function only if each individual and each unit accepts responsibility: for their goal and their priorities, for their relationships, and for their communications.... The conventional organization of business was modeled after the military. The information-based system much more closely resembles the symphony orchestra. All instruments play the same score. But each plays a different part. They play together, but they rarely play in unison. There are more violins, but the first violin is not the boss of the horns; indeed the first violin is not even the boss of the other violins. And the same orchestra can, within the short span of an evening, play five pieces of music, each completely different in its style, its scoring, and its solo instruments.

Id. at 206. In business however, unlike music, the score is written as you go along. Id. Therefore, it is vital in an information-based organization that all the players agree upon and clearly understand management objectives. Id. It is also important for an organization to decide what information it truly needs to operate. See PETER F. DRUCKER, MANAGING FOR THE FUTURE, THE 1990s AND BEYOND 328-331 (1992) [hereinafter DRUCKER, FUTURE]. "Many levels of management in fact manage nothing. They make no decisions." Id. at 329. "If a company can organize itself around its information needs, these layers become redundant." Id.

While computers and electronic information systems turn out data, "data is not information." Id. "Information is data endowed with relevance and purpose." Id. An organization must make decisions about what information it needs to operate or otherwise "it will drown in data." DRUCKER, FUTURE, supra at 329.
chical patterns coexisting with informal problem-oriented groups. These groups are established to examine a particular issue and to promote extensive discussion between specialists who perform similar work in a variety of different departments of the library.\textsuperscript{10}

All of this is possible because of the decentralization of the basic card catalog into the online public access catalog (OPAC). Information is now freely available throughout and beyond the library, enriching formerly repetitive and tedious jobs.\textsuperscript{11} The resulting decrease in the number of professionals in technical services departments necessitated a reorganization of the highly skilled and educated people who staff those departments.

As public services gained access to online information, they engaged in a parallel, although somewhat inefficient, automation. For example, early efforts to automate circulation files did not work well because the same standards that grew out of the Machine Readable Cataloging (MARC) format\textsuperscript{2} did not exist for the circulation records that were being automated. Early efforts had to be repeated as integrated library systems became available.\textsuperscript{13} Similarly, difficulties in automating serials, where pat-

\textsuperscript{10} See JENNIFER CARGILL & GILESA M. WEBB, MANAGING LIBRARIES IN TRANSITION 22-23 (1988) (stating there are various organizational structures that can be formed by using both bureaucratic and parallel organizations, and libraries may now have completely different hierarchies where once they were identical from one library to another). "The concurrent use of bureaucratic and parallel organizations involves employees in two ways through different, but formal, structures. It expands the job opportunities of participants by means other than promotion and institutionalizes creativity." \textit{Id.} at 23.

\textsuperscript{11} See \textit{Id.}

Parallel organizations provide opportunities to develop and grow, making organizations more responsive to environmental pressures. The result is better communication, problem solving and planning skills, better interpersonal relations, improved motivation and morale, higher productivity, increased supervisory skills, and better use of resources. Through the use of parallel organizations, employees are grouped in new ways, giving them challenging opportunities to learn and grow, accessing resources and power.

\textit{Id.}

\textsuperscript{12} See BUCKLAND, \textit{supra} note 8, at 19. The MARC formats for catalog records determine whether the records can be transmitted from one computer to another. \textit{Id.} The current national and international standard formats are now more than twenty years old. \textit{Id.} "Although rather complicated and cumbersome, [the format] provides a degree of standardization in record format that is an essential basis for the economical development of the automated library." \textit{Id.}

\textsuperscript{13} See BUCKLAND, \textit{supra} note 8, at 20. The automation of circulation records made the next task enabling on computer to "search and retrieve" from another
terns of publication are less regular, resulted in automated procedures which are often more time consuming than manual procedures.

Reference materials posed a completely different problem primarily because the materials that were being controlled by the public services librarians were not usually internally generated. WESTLAW, LEXIS, and a variety of other databases produced by commercial publishers did not contain the same kind of uniform standards that the catalogers knew were important for them to be in control of their destiny. We found that public services librarians have to cope with a variety of different search mechanisms.¹⁴

Wilfred Lancaster¹⁵ predicted that as end users were able to access information which was now available through the publicly accessible decentralized OPAC, librarians were going to be a thing of the past.¹⁶ Reacting to such forecasts, librarians are now urged to become more assertive in order to save our profession. The American Association of Law Library's (AALL) leaders are seriously considering a change in the librarian's title to "legal information manager" as the focus of our work changes to processing information and training users to retrieve it. The ability of authors to publish directly on the Internet,¹⁷ and then request

computer. Id. The difference in commands presented something of a problem. By 1991, the national and international standards were being revised to achieve compatibility. Software companies had begun user groups and early versions were becoming available. Id.


¹⁵ F. Wilfred Lancaster has been a professor in the Graduate School of Library and Information Science, University of Illinois, since 1970. He is the author of eight books on library and information science. F. WILFRED LANCASTER, IF YOU WANT TO EVALUATE YOUR LIBRARY at ix (1988).

¹⁶ See F. WILFRED LANCASTER, INFORMATION RETRIEVAL SYSTEMS, CHARACTERISTICS, TESTING AND EVALUATION 1-14 (1968) (discussing how information retrieval systems could perform same tasks for end users that information centers, such as libraries, had performed previously). See generally F. WILFRED LANCASTER & E.G. FAYEN, INFORMATION RETRIEVAL ONLINE (1973) (detailing characteristics, benefits, equipment, searching procedures, file design and performance criteria used for online information retrieval systems).

that you send a check to an E-Mail address upon downloading, requires both publishers and librarians to reevaluate their roles. Reference librarians do not seem to fear that electronic publishing will have any effect upon their numbers. Statistics certainly do not indicate any decrease in the size of library staffs, although there is some disagreement as to whether public services have been the principal beneficiary of the decrease in technical service professionals. The literature suggests that such librarians have moved to automation or administration. During the 1980's, when the amount of information that had to be controlled grew exponentially, the need to have smaller departments handling that control led to an apparent increase in middle managers.

Professor Julius Marke stated that library collections were doubling every sixteen to twenty years. Technological advances will certainly continue to increase the world's available information. Those of us with even minimal access to a few list servs through online vendors. Id. Further, economic considerations favor the growth of electronic publication, as it reduces the cost of paper information and mail. Id. The main obstacle in the complete transition to electronics, the number of terminals, will be overcome by the increased prevalence of home computers, two-way televisions, videodiscs, and other technologies. Id. Electronic publishing will continue to grow as it presents more effective ways of packaging, presenting, and updating information. Lancaster, Electronic Publishing, supra at 239.

See Betty W. Taylor et al., The Twenty-First Century: Technology's Impact on Academic Research and Law Libraries 78 (1988). Since few full-text databases have become available and librarians and publishers are reluctant to use online or disk technology because of their high costs, the demand for electronic information is low. Id. Disks have not yet been accepted by librarians, as multiple disks require multiple stations to spread their use. Id. Full-text information conversion may be available to academic libraries by the year 2000. Id.

Julius J. Marke & Richard Sloane, Legal Research and Law Library Management § 44.02 (rev. ed. 1995). The growth of law book collections in the last thirty years has taken on such a great proportion that Fremont Rider's prediction in 1944 that research libraries will eventually double in size every sixteen years is becoming more realistic. Id. Technological developments such as library automation, microform, optical media, digital telefacsimile, and CD-ROM have had a tremendous impact on the amount of available information. Id. § 44.01; see also Taylor, supra note 18, at 25-27 (asserting that technological advancements which result in increase in available information will have impact on information resources, financial support, personnel, and physical facilities).

See generally Judith Meadows, Law Library Administration (1992), in Law Librarianship: A Handbook for the Electronic Age at 1 (Patrick E. Kehoe et al. eds., 1995) (discussing how virtual libraries, compact disk technology, digital scanning, mass storage computer systems, document imaging, jukebox and robotic libraries, WANS and LANS make new information available with continually increasing speed); see also Taylor, supra note 18, at 76 (discussing shift to electronic publication and communication as source of rapid updating of information). The
can verify that the amount of information dumped on us seems to increase dramatically every week. Such developments give credence to the old computer slogan: "Garbage in, garbage out!"\textsuperscript{21} Even as we discuss publication on demand, end users are creating their own paper libraries which need to be organized. Those engaged in creating database files are doing the same kind of cataloging and indexing that has always been done in manual form. Under these changing circumstances, it is even more important for librarians and other professionals who understand the structure of information to create mechanisms to sort through the large volume of information and convert it into a system in which it can be easily prioritized and retrieved.

As traditional library work becomes more efficiently performed, library staff are becoming more involved in the substance of faculty and student research.\textsuperscript{22} This greater involvement creates additional pressure for more subject specialists and reference librarians who are experts in search strategies and multiple formats. As experts, these professionals must anticipate faculty needs through collection development, monitor available publications, and support faculty research requests from the project design stage through publication.\textsuperscript{23}

With the opening of computer labs, the teaching of legal research methods, and the introduction of WESTLAW and LEXIS into the curriculum, libraries have become much more student

\textsuperscript{21} See, e.g., Walker T. Howell, Reclaiming Traditional IE Responsibilities, INDUSTRIAL ENGINEERING, Sept. 9, 1995, at 32, available in WESTLAW, PC NEWS Database.

\textsuperscript{22} See generally JOYCE SALTALAMACHIA & JANET TRACY, PROFESSIONAL STAFFING AND JOB SECURITY IN THE ACADEMIC LAW LIBRARY, 10 L. LIBR. INFO. REP. (Julius J. Marke ed., 1988) (discussing enhanced role of librarians in faculty and student research, as well as recruitment of librarians who have detailed knowledge of research methods). Additionally, the trend is for larger libraries to divide their staffs into research groups and recruit librarians as research specialists according to the library's needs. See generally id. at 63-100.

\textsuperscript{23} See id. at 135. Studies show that the trend is for libraries to recruit professional and specialized staffs. Id. Recent candidates for library positions frequently have both J.D. and M.L.S. degrees. Id. Further, libraries recruit employees based on the type of position they are seeking to fill. SALTALAMACHIA & TRACY, supra note 22, at 135. Most library recruiters will look for reference librarians that have M.L.S. degrees because it often indicates a devotion to librarianship. Id.
centered. These developments are indicative of the need felt by librarians to provide increased and improved services to the students.

III. NEW COOPERATIVE ALLIANCES

In the 1990’s, there has been a movement away from faculty and student centered libraries towards administration oriented facilities. Librarians are interacting, by either talking or fighting, with the people who manage the computers in their law schools, on their campuses, and in their university and peer libraries. Together, these administrators are engaged in cooperative collection development.

It has often been said that the glory of the electronic library is that it allows for effective resource sharing.24 The deans who used to talk about their libraries as the bottomless pits into which they threw money are now asking how many staff members can be retrenched because of the ability to build collections together. I would suggest, however, to anyone faced with a newly hired faculty member who wants a Japanese collection built within your premises, that it is futile to tell him to try Columbia or to find comprehensive databases on Japanese law at any price for U.S. computers! Realistic cooperative collection development faces many challenges, including communication problems. Although we now have access to each other’s files at the point of making collection development decisions, it is still a challenge to meet the demands of both our home institutions and those institutions with which we cooperate.

Furthermore, flat law library budgets are likely to continue into the future,25 making cooperation even more difficult. Al-

24 See SCOTT B. PAGEL & JAMES L. HOOVER, COLLECTION MANAGEMENT IN THE AUTOMATED LAW LIBRARY (1994), in LAW LIBRARIANSHIP: A HANDBOOK FOR THE ELECTRONIC AGE 447 (Patrick E. Kehoe et al. eds., 1995) (stating that sharing of resources through interlibrary electronic systems has made collections of countless institutions available to the user). Alternative media, such as CD-ROM, makes information readily available which would otherwise be difficult to access through cumbersome paper indexes. Id. The amount of resources will only increase as new methods of storing information are developed. Id.; see also LANCASTER, Electronic Publishing, supra note 17, at 236 (discussing various forms of electronic publication, such as two-way television, magnetic tape, online vendors, videodiscs, and optical digital disks, which increase value and ease of resource sharing).

25 See generally THE TRUSTEES DEVELOPMENT COMMITTEE, STATE COURT AND COUNTY LAW LIBRARIES SPECIAL INTEREST SECTION, SOURCEBOOK FOR LAW LIBRARY GOVERNING BOARDS AND COMMITTEES 77-97 (1994) (stating that all law
though it is easy to be a good neighbor when there is plenty of money to go around, it becomes increasingly problematic when resources are limited.

Although traditional problems of cooperation continue, interlibrary loan and other document delivery programs are improving. Electronic scanning programs such as The Research Library Group's (RLG) Ariel make it much more simple to share collections on demand. The question remains, however, can I share with a library in Japan, a collection for my Japanese law professor, or do I still have to consider a way to find the resources to build a core in-house collection? This situation provides an example of the types of problems faced by administrators today.

IV. EXTERNAL SUPPORT AND DEMANDS

In order to gain access to information beyond our walls, administrators are dealing with responsibilities to persons beyond their internal clientele. This is reflected in our desire to maintain government document depositories, although there is also a statutory requirement which provides for public access to the "free" documents we receive. As long as these documents are received in paper, public demand is limited. As government agencies shift to CD-ROM and online publications, however, new libraries require stable funding because law publications are predominantly serial. Great fluctuations in library budgets would lead to libraries cancelling needed publications in under-funded years and overspending on lesser used items when funding is increased. Id. As a result, law libraries function best when funding is stable or flat. Id. at 77-78.

26 See Betty W. Taylor, A National Legal Database: LAWNET: A Status Report, in 1 SETTING THE LEGAL INFORMATION AGENDA FOR THE YEAR 2000 367 (Mary Kathleen Price & Margaret Maes Axtmann eds., 1993). The Research Library Group was actively involved in the formation of a national legal database, known as LAWNET, which included their own electronic scanning program. Id. at 368; see also Paul G. Zurkowski, Development of Public and Private Databases-State of the Art, Projections for the Future, in LEGAL INFORMATION FOR THE 1980'S: MEETING THE NEEDS OF THE LEGAL PROFESSION 183-86 (Betty W. Taylor ed., 1982) (suggesting that development of private and public databases will make information readily available at minimal expense and inconvenience). Most of the developments in databases involve making information available in machine-readable form, which facilitates the manipulation and transfer of information. Id.; cf. TAYLOR, supra note 18, at 49 (noting that intelligent terminals, software, or other forms of computer technology will be used to channel information easily to databases).

problems arise. GPO policies have not adjusted to the contractual problems we incur with commercial vendors when we replace traditional government primary sources, formerly received as part of the depository collections, with WESTLAW and LEXIS, which are accessible only to law faculty and students. If WESTLAW and LEXIS are not made available to public patrons, must such patrons be provided with alternative CD-ROM products that would make access to government documents possible?

In the past, it has been possible to sequester public patrons within the government document sections of our library collections, but as paper material is replaced with online databases, will public patrons have to be given access to our computer labs? Must we make available to public patrons the plugs to use laptop computers or the printing facilities that would be offered to our other patrons? If collections of primary source government materials are made available to our students in their dormitory rooms, will dial up access have to be provided to our public patrons if they want to search our collections?

As we do the cost-benefit analysis on these collections, we may in fact find that it really is not worth it to maintain those government document collections considering the small percentage of materials that most law library patrons actually utilize. As government agencies, however, switch from paper depository materials to electronic database access, it would not be wise to give up those depository collections because the potential for electronic access is unlimited. This would allow us to move away from the present relatively onerous methods of record-keeping and personnel requirements imposed by the GPO, including its prohibition of requesting identification from depository users, even those who walk in off the street.

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28 See 44 U.S.C. § 1902 (1968). Most government publications are available to depository libraries only through the facilities of the Superintendent of Documents. Id.; see also 44 U.S.C. § 1903 (1968) (granting Superintendent of Documents power to increase or decrease copies to equal number of depository libraries); 44 U.S.C. § 1904 (1968) (allowing Superintendent of Documents to issue classified publications list to facilitate selection by depository libraries); 44 U.S.C. § 1905 (1968) (stating that government publications will only be available to depository libraries specifically designated by law or to libraries designated by specified government officials).

29 Current methods of government record-keeping are needlessly complex and should be revised. A clear example is the statutorily mandated indexing of congressional reports. See, e.g., 44 U.S.C. § 719 (1968) (setting forth detailed indexing requirements for certain government publications).

30 See 44 U.S.C. § 1911 (1968) (stating that depository Libraries must make gov-
V. THE EMERGING ELECTRONIC LIBRARY

Despite the ability of law librarians to balance the demands of the public, their own primary constituents, and the constituents of other libraries who form part of their consortia, most librarians still provide only traditional services of the second stage library which is still primarily a paper library with automated indexes. The challenge for law library administrators in the 1990’s is to join the few emerging electronic libraries whose visionary leaders realize that they have a responsibility to take unique parts of their own collections and make them available globally. The incentive to do so may be a preservation incentive, a space incentive, or some other driving force that is unique to the institution. Columbia University is an example of a library which, rather than collecting $40 million for an addition to their building, is setting aside $10 million a year to digitize its collection.

Very few of us have been so farsighted. It certainly is not necessary for each one of us to duplicate the Columbia experience, but we should begin to move, in very modest ways, into the electronic environment. It only costs a few hundred dollars to put up a bulletin board to post useful information within the law library. The potential cost of the automation enterprise is quite daunting. For example, it costs, according to commentators, approximately one full-time staff position to support every 30 to 40 workstations connected to a local area network (LAN).

Law librarians should be particularly concerned about the word processing capabilities available within their law school. We are perfectly content to let the school dictate in this area, without realizing that resources for information in any institution are finite. As the local area network becomes more important, the potential that resources previously devoted to libraries

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\text{emanement publications available for the free use of the general public); 44 U.S.C. § 1909 (1968) (granting Superintendent of Documents power to delete library from list of depositories if "it has ceased to be maintained so as to be accessible to the public").}
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\[31\text{ See William M. Bulkeley, Information Age: Libraries Shift from Books to Computer, WALL ST. J., Feb. 8, 1993, at B4 (discussing Columbia University's proposed computerization of old books and government reports).}\]

\[32\text{ See, e.g., Linda R. Garceau & Peter J. Poznanski, General Controls in Local Area Networks, 55 OHIO CPA JOURNAL 24, 25 (1995). Responsibilities of local area network administrators include keeping the network running and providing software to meet user needs. Id. at 26. Additionally, the LAN administrator is responsible for general controls to ensure the security of local area networks. Id.}\]
will be used to support it becomes greater. We, as library administrators, need to be involved in both the design and maintenance of technology in order to guarantee that the substance of legal information is delivered in the most effective manner, lest the medium triumph over the message. It seems, therefore, that an administrative structure like that of the University of Pennsylvania or Yale University, where the law library manages the law school’s computing facilities, is the preferable approach because it allows for a balance of resources between the traditional acquisitions budget and the computer budget. Such a structure draws upon the librarian’s traditional expertise in the organization and servicing of information.

An example of the importance of this balance is provided by Cornell University. At Cornell, a branch library which serves the law school has been very poorly funded. The law school managed computer operation, while a little bit glitzy and perhaps less useful than it could have been had it had been designed by librarians, is very well supported indeed.

The ability to utilize technological resources allows a law library to explore the potential of collection sharing, which brings with it the cost recovery of being first to make collections available online. The University of Cincinnati’s Diana Human Rights Project33 or Pace University’s NCAIR34 supported electronic UN Sale of Goods database involve non-librarian faculty members interested in particular areas of the law, library personnel bringing their knowledge of organizing information and retrieving information, and computer support professionals who deal with the technology. These new partnerships for creating gateways to electronically stored information are an appropriate model for the future. Moving in these directions involves risks,

33 Paul Zarins, What’s Online in International Law, ASIL NEWSLETTER (Am. Soc’y of Int’l Law), Sept. 1994, at 1. Project Diana is an Internet program that provides access to primary and secondary material on human rights research. Id. The project is named in memory of Professor Diana Vincent-Daviss of Yale University and is a combined effort of the Center for Electronic Text in the Law and the Urban Morgan Institute for Human Rights at the University of Cincinnati College of Law. Id. Currently, members of the Consortium for Optical Imaging in Law Libraries are developing technology which will allow more efficient scanning and storage of documents. Id.

34 See Tredennick, supra note 2, at 30; see also Henry H. Perritt, Jr., Access to the National Information Infrastructure, 30 WAKE FOREST L. REV. 51, 95 (1995) (asserting that NCAIR also demonstrates utility of Internet in disseminating public information to practicing lawyers).
but failing to act is even more perilous. By the time one knows where the road is going, there is a great danger of becoming part of the roadkill. More than ever before, library administrators cannot afford to react in the short-term, but must plan ahead for technology. We are all required to do this as part of the sabbatical inspection process in law schools. We need to move beyond the formalistic one-time Law Librarian/Dean’s report on file. Strategic planning with benchmarks and resource commitments must be an ongoing process.\textsuperscript{35}

We should also be looking very carefully at the satisfaction of our users through surveys which are designed by us or in cooperation with those users, or in a variety of focus groups that provide information needed on particular issues. In addition, we must address law library technical and accreditation standards. Presently, this is an extremely problematic issue because the ABA Committee’s proposed standards\textsuperscript{36} are not those that were recommended by the ABA Section On Legal Education’s Library Committee.\textsuperscript{37} The incentives provided by the ABA either to build electronically, cooperatively, or to take advantage of technology

\textsuperscript{35} See Richard A. Danner, Strategic Planning: A Law Library Management Tool for the 90’s 5 (Roy M. Mersky ed., 1991). Strategic planning in the management of law libraries is necessary because of the complexity and unpredictability faced by law libraries. Id. Since strategic planning is future oriented and attempts to predict or create the future, it is compatible with the amorphous nature of law libraries. Id. The key to the success of strategic planning is that all members of the library administration be heavily involved in preparing for the future technology and innovations in law library management. Id.

\textsuperscript{36} See James P. White, ABA Standards for the Approval of Law Schools Proposed Amendments Pertaining to the Law School Library Adopted by the Council of the Section of Legal Education, Dec. 14, 1985 (memorandum to Deans of ABA approved law schools), available in WESTLAW, AMBAR-LE Database (reporting Law Libraries Committee’s recommendation that “any proposed revisions in the library standards should reflect the current and prospective use of technology in legal research”); see also Eric Herman, Bridging the Gap, 76 A.B.A. J. 50 (1990). ABA standards require that law school libraries meet the research needs of both its faculty and students. Id. If a law school’s library holdings are not yet fully developed, the ABA can grant provisional accreditation. Id. Such schools would then have two to five years to bring its library facilities up to ABA standards. Id.

\textsuperscript{37} See American Bar Association, Policies of the Council of the Section of Legal Education and Admissions to the Bar and of the Accreditation Committee § 603(a) (Oct. 1993). A law library is to maintain a complete set of a work which would include supporting materials such as indices, desk books, digests, finding tools, and citators. Id. Law libraries must provide access to commonly used materials by additional copies or by non-print means for use by the faculty and students. Id. § 603(c). The law librarian should have a degree in law or library science and a sound understanding of library administration. Id. § 605(a).
by moving in the direction of access rather than ownership are very slight indeed.\textsuperscript{38}

These standards continue an unfortunate past practice of the ABA, in which they measured things that are countable. The problem is that those things that are countable are not necessarily the type of outputs in which faculties and librarians of our institutions are actually interested. We want to know how good our law students are, how prepared they are for practice, and how effective they are at legal research. That output, that effectiveness, needs to be combined with the various input of books, staff, and computerization that turn faculty and students into effective researchers. Librarians are the people in law schools who know best how to deal with those issues and how to press for those standards that truly reflect the kind of work that we do. Unfortunately, the retreat from faculty status and tenure in the proposed revision weakens our voices among our law school colleagues. That is especially dangerous as we cope with increased non-librarian faculty frustration with what they perceive as the cataclysmic process of computerization. The non-librarian faculty has not evolved through computerization as we have, and it is very likely that the frustration they feel will be directed at us. In order to protect against this, we must be proactive in dealing with our faculties. We have to deal with them one on one, in their offices holding their hands on the mice, and if necessary, making sure that they can use all of the programs available to them. We must deal with them in small groups, if possible. We must provide them with a variety of research guides, addresses of list servs, and design segments of their classes which will help them to be more effective teachers. We must make ourselves central to the programs of our law schools.

There was a time when we could rest upon our comprehensive card catalogs as the ultimate source in providing the kind of service necessary to be successful and effective. Those days, however, are over. Not only are our catalogs available to users, but so are the catalogs of libraries all over the world. We must now go beyond the information about information that is reflected in all of those catalogs, whether they are manual or elec-

\textsuperscript{38} See, e.g., Third Tentative Draft of Proposed Revisions of Accreditation Standards Related to Law School Libraries, Dec. 3-4, 1983, available in WESTLAW, AMBAR-LE Database (advocating incentives for libraries to provide online access through automated information systems).
tronic, and actually deliver the information described therein to our patrons.

One challenge I would like to emphasize is to envision how we can move toward building an electronic library without walls. It is not going to happen, regardless of what the New York Times says,\(^3\) by digitizing the Library of Congress. It is going to happen because each one of us chooses a project that is within the scope of our resources and our own individual libraries. All of those projects will add up to a greater whole than any one of us has access to right now. Administrators must identify the contributions that individual librarians can make to that whole and commit the resources necessary to build slowly, cautiously, and cooperatively.

\(^3\) Peter H. Lewis, Library of Congress Offers to Feed the Data Highway, N.Y. TIMES, Sept. 12, 1994, at B11. The Library of Congress planned to move toward the electronic age by digitizing its most important collections, and all the collections of public and research libraries in the United States. Id. The project, to have been initiated in October, 1994, was intended to create a “virtual library” of books, manuscripts, drawings, and photographs that would be transmitted over computer networks to the end user. Id.