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## LIBRARY METRICS

### Deconstructing Data-Driven Decision Making

*Rachel Decker*  
*Hugh & Hazel Darling Law Library*  
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Since this column started in June 2014, many of the articles written by former columnists Ashley Moye and Emily Dust Nimsakont articulately touched on the value of both qualitative and quantitative data in libraries. It is almost a foregone conclusion that technical services departments who routinely collect and use data are able to use resources more efficiently, are better aligned with their organization’s mission, and can more effectively communicate their value. For my first article as the new Library Metrics columnist, I want to deconstruct this conclusion and explore the concept of data-driven decision making. More specifically, what are some of the implications of data-driven decision making? What are its limits? And how can we foster a data-driven culture in our institutions?

#### **What Does It Mean To Make Data-Driven Decisions?**

Data-driven decision making (DDDM) is generally defined as making decisions from a quantitative approach, using data, rather than intuition or a “gut feeling.” More broadly, it is an ongoing cycle of collecting, organizing, and synthesizing data in order to inform decisions and spur growth. In the absence of a data-driven process, “traditional” decision-making methods rely on standard procedures or rules, organizational hierarchy, best practices, or one’s own ability to evaluate alternatives and outcomes. A study by the Harvard Business Review found that following a DDDM process can combat problems of traditional decision making such as an overreliance on managerial judgment, siloed use of analytics, duplication in effort, and lack of collaboration (Harvard Business Review Analytic Services 2012). A key part of DDDM is also the emphasis on continual improvement through constant data collection and synthesis. The framework for a data-driven decision involves: 1) identifying your data needs, 2) identifying your sources of data, 3) collecting and storing your data, 4) managing and cleaning your data, 5) synthesizing your findings, 6) creating actionable knowledge, and 7) repeating the process.

*Continued on page 25*

*A Publication of the Technical Services Special Interest Section and the  
Online Bibliographic Services Special Interest Section of the American Association of Law Libraries*

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## Technical Services Special Interest Section

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2018 is drawing to a close. Always a time for reflection. It has been a year full of many professional challenges for me – some planned for and others not. There were successes and positive outcomes, but plenty of missed opportunities as well. Mainly, I keep thinking of all the things I did not accomplish this year. I want 2019 to be a year of thriving, not just surviving.

How to make that happen? While I often write up goals for the year, those goals are often written with other people in mind. There are always goals that I have that I don't write down—whether it is a much dreamed of data clean-up project or wanting to serve on a committee, for example. I find at the end of the year that it is hard to think about some of those smaller, “important to me” accomplishments.

For 2019, my goal is to write down my goals. Not a “things to do” list—I have plenty of those—but a list of items I want to accomplish. I'm going to set aside time each month to reflect on the goals I have written down and to add to my list as new ideas and priorities emerge. What I'm hoping is that when December rolls around next year, I will not just feel more accomplished but will have actually made real progress on items that are important to my library and me.

As you start thinking about your goals for 2019, I hope you will make TS-SIS and AALL a part of your professional development and service. Stay tuned for webinars and training opportunities. Read professional blogs and newsletters. Contribute ideas and feedback. Volunteer and nominate others for service.

Here's to thriving in 2019!

*Wendy Moore*  
*University of Georgia*

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## Online Bibliographic Services Special Interest Section

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### **What's in a name? Thinking about the future of OBS-SIS**

When we think about the future of the Online Bibliographic Services Special Interest Section, it is helpful to review some history. The Online Bibliographic Services Special Interest Section brochure tells us:

Originating in 1977 as the Online Computer Library Center Special Interest Section, the Online Bibliographic Services Special Interest Section (OBS-SIS) broadened its scope to include all bibliographic utilities and local online systems. The section's interests include all aspects of national and local bibliographic online systems, including public access to bibliographic data, information technology, technical services functions, interlibrary loan services, and the integration within local systems of data from remote sources.

At the OBS business meeting in July, we approved changes to the SIS object in our bylaws. In line with our revised object, we plan to update the description of OBS on our website to read:

The “Online Bibliographic Services Special Interest Section (OBS-SIS)” of the American Association of Law Libraries (AALL) focuses on metadata, electronic resources, and library systems, particularly library resource management systems, discovery systems, and bibliographic services and utilities.

This Special Interest Section:

- Fosters communication between public and technical services to improve access to resources through metadata and systems
- Explores opportunities for enhancing access to electronic resources through metadata and systems

- 
- Facilitates the exchange of information about systems among its members
  - Investigates and shares new ways to use metadata that enhance user access to information

As we embark on this year's effort to refocus the SIS, we need to ask ourselves: what does this mean? What do we want OBS to be? Responses to the most recent OBS Member Survey, conducted in February 2017, provide some ideas. Eighty-eight percent of respondents indicated that they joined OBS to stay up to date on issues with law library systems and platforms. Although eighty percent of respondents indicated that cataloging consisted of at least twenty percent of their work responsibilities, forty-seven percent of OBS survey respondents indicated that they were tasked with e-resources management and forty-four percent had ILS management as part of their duties. One member responded to the question "How can OBS-SIS improve and serve you better?" with, "Discuss the future of Online Bibliographic Services in a way that doesn't sound like it's taking place in the 80s." We want to focus on changes in the library resource management ecosystem, what opportunities these changes present, and how we can adapt our work to these opportunities. Emerging technologies can present new means of improving information access for our users. I believe key concepts include library resource management systems, improving access to information, and exploring emerging technologies.

The OBS leadership team plans to solicit your ideas about our focus via the upcoming member survey. Please be sure to let us know what you think. This information will be used as a starting point for conversations about the future of OBS-SIS at the Annual Meeting this summer in Washington D.C. We hope that as many of you as possible will choose to participate in order to ensure a vibrant and relevant future for OBS.

*Jacqueline Magagnosc  
Cornell University*

## **TS-SIS Grant Available for AALL Management Institute**

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Did you know that a grant from TS-SIS is available for attendance at the **AALL Management Institute**? Registration for the Institute is on a first come, first served basis and limited to 50 people, so if interested, register soon—and be eligible to be considered for a TS-SIS grant. A copy of the registration confirmation for the Institute is required.

The **2019 AALL Management Institute** will provide managers (including aspiring managers) the opportunity to develop managerial leadership skills, including staff development, effective communication, strategic planning, and creation of a work culture receptive to change.

**Institute Information  
March 28 – March 30, 2019  
Palomar Hotel  
505 North State Street  
Chicago, Illinois 60654**

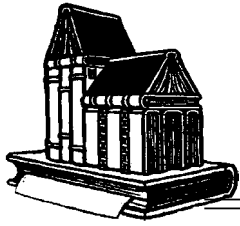
You can find more information about the 2019 Management Institute at <https://www.aallnet.org/education-training/in-person-programs-seminars/management-institute/>.

Individuals wishing to apply for this grant for incurred expenses up to \$1,000 can find more information at the TS-SIS webpage at <https://www.aallnet.org/tssis/awards-grants/management-institute-grant/>.

The application deadline for the grant to attend the AALL Management Institute in Illinois is **Monday, February 25, 2019**. A grant recipient receives reimbursement for incurred expenses and must present receipts for payment.

For more information, contact the TS-SIS Awards Committee chair Virginia Bryant at (202) 994-1378 or [vbryant@law.gwu.edu](mailto:vbryant@law.gwu.edu).

*Virginia Bryant  
Chair, TS-SIS Awards Committee*



## ACQUISITIONS

*David Sanborne  
Cook County Law Library, Chicago*

On October 19, 2018, the 11<sup>th</sup> Circuit ruled in *Code Revision Commission v. PUBLIC.RESOURCE.ORG* (906 F. 3d 1229) that the Official Code of Georgia Annotated (OCGA) cannot be copyrighted, reversing the District Court ruling of March 2017 (244 F. Supp. 3d 1350). Georgia argued that while the law itself might not be copyrightable, the annotations were. The 11th Circuit ruled that because the annotations are written under the supervision of the Code Revision Commission and the Georgia General Assembly votes to officially adopt the annotations, they were effectively authored by the people of the state of Georgia in “a direct exercise of sovereign power.” Because the constructive author of the annotations is the People and copyright vests in the author, the court ruled that the annotations are inherently part of the public domain.

What does this mean for library acquisitions? In the short term, not much. But if this precedent stands, it could enable some libraries to discontinue acquiring official codes from large for-profit publishers. This might also put some pressure on big legal publishers to lower prices or at least slow down their annual price increases. With official annotations in the public domain, commercial publishers will have to find other ways to distinguish their code subscriptions, either with lower prices or enhanced content.

It is important to note that this case ruled that annotations are public domain when those annotations are officially adopted by the state legislature. This means that, for example, the copyright status of the Smith-Hurd annotated Illinois Compiled Statutes is not impacted by this ruling.

Just because official annotated codes are public domain does not mean libraries should rush to discontinue their subscriptions. Major legal publishers can be relied on to produce accurate versions of the law and have large dedicated customer service teams. For libraries that have eliminated print, integration with other legal research tools should be a persuasive factor when deciding on where to acquire state codes. Depending on what providers spring up in the wake of this ruling, libraries may decide that the consistency and reliability of a commercial publisher is worth the money spent.

While there are good reasons to continue to acquire state codes from commercial publishers, this court ruling does present an opportunity for law libraries that are currently purchasing state codes for areas outside of their normal practice. County law libraries who maintain complete codes for all 50 states could discontinue their subscriptions to “non-core” state codes, reducing expenditures without sacrificing content; firm libraries that maintain “just in case” subscriptions to codes for states other than those where they do business could likewise save money.

This decision also opens the door for libraries to begin to create their own annotated code repositories. This represents a more major undertaking and is outside the scope of this column, but a library or consortium-led code repository would represent a more reliable noncommercial source. The development of such a repository, backed by a major university or government library, would address many of the potential pitfalls of cancelling expensive commercial subscriptions in favor of free alternatives. For libraries not heavily reliant on product integration, access to a high-quality, library-run repository could tip the scales in favor of cancelling commercial annotated code subscriptions.

Whether libraries can safely end their state code subscriptions from commercial publishers depends on the resources that emerge as a result of the court case. In its current state, the PUBLIC.RESOURCE.ORG collection of state codes on archive.org is far from comprehensive. In addition, pocket parts and other supplements are not integrated with their parent volumes,<sup>1</sup> and occasional metadata errors make the collection difficult to navigate.<sup>2</sup> As it stands, free alternatives to previously copyrighted annotated code subscriptions are generally inadequate, but the verdict in *Code Revision Commission v. PUBLIC.RESOURCE.ORG*, if it stands, means that libraries may soon be able to discontinue subscriptions to non-core annotated state codes without losing access to that content.

1 For example, this 2015 pocket part (<https://archive.org/details/govlawgay2015sv38>) for this volume (<https://archive.org/details/govlawga201338>) of the Official Code of Georgia. These volumes are separated by several pages in the default view and fail to appear together when sorting by title due to a metadata error where this volume is listed as “Volume 3, 2013 Edition8” rather than “Volume 38, 2013 edition”

2 For example, two volumes of the Idaho Code (<https://archive.org/details/govlawidcode2830> and <https://archive.org/details/govlawidcode2527>), where the title range has been transposed into the publication date field, resulting in code volumes apparently published several hundred years in the future.

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# “Civil law” vs “Common law”

Aaron Wolfe Kuperman  
Library of Congress

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*This is not an official communication from the Library of Congress.*

From the moment one starts to learn about law cataloging and class K's excessive number of tables and schedules, one is told about the existence of distinct “Civil” and “Common” law tables. Since I'm preparing training materials to leave behind when I retire (much sooner than I would have preferred), I decided to look and see what those differences are. I compared KJ-KKZ1 (the table for European countries that, with minimal changes, was the basis of KL-KWX4, the Afro-Asian civil law table, and the KB “religious law” tables) with KL-KWX6 (the Afro-Asian common law table, the most recent common law table or schedule) and KF (the American law schedule, and the first to be published). To study the differences, I used the Hierarchy browser of ClassWeb, but one can see what I'm talking about with any version of the LC classification that shows what is indented under what. I am using the terms “tables” and “schedules” interchangeably as a matter of convenience.

The initial part of the table/schedule is almost the same, with the major difference being that the Common law includes the legal profession (“Practicing law,” “Legal ethics,” etc.) next to Bar associations and Legal Education in the beginning prior to the substantive law numbers, whereas the Civil law tables place the legal profession in the civil procedure and courts area. This appears to be a bit arbitrary, as the practice of law is closely regulated by courts and is obviously connected to the organization of the Bar and legal education.

## **Private law and Public Law**

After general works, the Civil and Common law tables (but not KF) have a heading for “Private law,” indented under nothing and with nothing indented under it. Note that LCSH considers “Private law” to be a synonym for “Civil law,” and the term “Civil law” can be very ambiguous, especially for Anglophones. In neither Common law nor Civil law countries is “Private law” a popular field for scholarship or an area of law one might specialize in. Arguably, the whole first part of both tables, from the “General works” area up to the “Public law” or “Constitutional law” sections, is “Private law,” meaning the law of legal relationships between persons, rather than between persons and the state.

After the numbers for “Conflict of laws” (a.k.a. “Private international law”), plus a Common law only number for the uniquely Common law topic of “Equity,” comes the bulk of the numbers for “Private law.” In the Common law table, this is presented as about a dozen hierarchies, whereas in the Civil law table, they are grouped in two hierarchies: “Civil law” and “Commercial law.” While there are differences, it turns out that the order of topics, seen independent of the hierarchies, is substantially the same. The major difference is that only the Civil law tables have a well-developed range for “Civil law” preceding the substantive topics.

## **Persons and Domestic relations**

Both start with “Persons” (in the Civil law, it is indented under “Civil law”), and both have “Domestic relations” indented under “Persons.” Interestingly, in Common law jurisdictions, it appears that very few works are ever written about the law of “Persons.” Arguably, the topic is alien to Common law thought, and the many subtopics indented under “Persons” (other than “Domestic relations”), such as the legal status of children, women, disabled persons, etc., would be perceived by those from a 21<sup>st</sup> century Common law background as being issues of “Civil rights.” In the Civil law, “Juristic persons” are considered an aspect of the law of persons, whereas Common law systems see them either as corporations of some sort or as government bodies. One should also note that since “Persons” is not a topic commonly addressed in Common law countries, indenting “Domestic relations” under it appears to be incorrect. Another difference is that the Common law table has “Guardianship” indented under “Domestic relations,” whereas in the Civil law table, it is indented under “Civil law” (rather than under “Persons” or “Domestic relations”); it is, however, still immediately after the main “Domestic relations” area, and in both tables, it comes immediately before “Property.”

## **Property and inheritance**

Both the Civil and Common law tables put “Property” immediately after “Domestic relations” (in the Civil law table, they are both indented under “Civil law”), with very similar arrangements. And in both, inheritance and related topics come next, though interestingly, the Civil law tables lack a place for “Estate planning” (most works have been classed as general works on inheritance; a few were classed in the taxation area). Also in the Civil law tables, “Trusts” class as a type of contract rather than adjacent to inheritance law. This may reflect that, in America, lawyers specializing in “Trusts and estates” are the ones specializing in inheritance and estate planning.

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Whether inheritance law should class after property, rather than under domestic relations, is arguable. One often finds inheritance treated as part of family law, since much of inheritance law (other than avoiding taxes) is directed towards either getting property to beloved family members or disinheriting unfavored relations. In America, inheritance is first introduced to law students in the Property course, which explains its relative position, at least for Common law tables.

### **Obligations (Contracts and Torts)**

While there is a real difference in how these topics are dealt with in both the Civil and Common law systems, both tables/schedules place them in the same relative location, immediately following inheritance and prior to “Business law” topics. In the Common law, “Contracts” and “Torts” are at the highest-level indention, which reflects how they are seen as separate areas of law. Under the Civil law, they are indented under “Obligations,” which in turn is indented under “Civil law,” reflecting the Civil law concept of a unitary field of “Obligations,” some of which arise under contracts and some of which are based on torts (they would say delictual). The Civil law tables/schedules have a well-developed “General” range of topics directly indented under “Obligations,” covering areas applicable to all obligations, and then specific sections for “Delicts” and “Contracts,” both of which are indented under “Obligations.” If an author in a Common law jurisdiction writes about a concept applicable to both contracts and torts, it is a problem. There is no good place for a common law work on obligations (obviously by an author who failed to consult LCC and doesn’t realize the topic can’t exist in a Common law country), and they end up being classed either under “Private law” or in the “General works” number for the law of that country.

### **Commercial and business law (including corporations)**

In both the Civil and Common law tables, the next area is “Business law.” In the Civil law schedules/tables, it is not indented under “Civil law,” but is at the highest level, equal to “Civil law.” A wide range of topics is covered in the “Commercial law” area, including banking, securities, insurance, maritime law, and business associations (including corporations). As might be expected, the sub-topics are all logically arranged and neatly indented under the “Commercial law” heading.

In the Common law table, many of the same topics are indented under “Contracts” (in the previous section) as “Individual contracts and transactions,” and while they are technically based on contract law principles, few people would consider banking, securities, general commercial law, maritime law, or insurance to be aspects of contract law. “Securities” is, therefore, far removed from “Corporations” (in a later section on “Associations”). Immediately after “Associations” is insolvency and bankruptcy (though in some cases, “Debtor and creditor” classes under “Banking contracts”). This is probably more logical than the Civil law in which “Debtor and creditor” classes under “Obligations” but “Bankruptcy” is under “Civil procedure.”

At this point, the Common law tables have a section that includes “Economic constitution” and “Trade regulation.” Thus, these subjects are close to the Common law aspects of the business they regulate, as opposed to the Civil law table which puts them after “Administrative law” in a different area of the schedule. Thus, antitrust law is much closer to the law of corporations and securities in the Common law tables, rather than far-removed to the “Economic law” section of the Civil law table.

At this point, both Civil and Common law have a range for intellectual property (IP). While trademark law goes back a very long time, the rest of IP is fairly modern, since only the beginnings of the Industrial Revolution created a reason to worry about the legal status of publishing and invention. After IP, both schedules/tables have numbers for “Social legislation” and “Labor law,” though one should note that for Civil law, this is a bit illogical since “Social legislation” is clearly “Public law” and should be in the next section. Both schedules also have numbers for aspects of labor law in the contracts area as well (e.g. “Master and servant,” which is what labor law was called a few centuries ago), resulting in splitting “Labor law” between two areas.

### **Public law, Constitutional law and Administrative law**

At this point, the Civil law schedules/tables ends their “Private law” areas and comes to “Public law” topics (not that this is indicated in the hierarchy, though perhaps it should be), though there is the problem that “Labor law,” “Social legislation,” and “Intellectual property” straddle the public/private law line. Civil law schedules/tables have administration of justice, civil procedure, and the legal profession next, after the labor and social legislations area and before the section captioned “Public law.” The Common law schedules/tables include at this point many sections on government regulation, including health law (which in KF includes environmental law; the more recent Afro-Asian table gives it a separate section), police and public safety, culture and education, and other areas of high government involvement rather than legal relations between persons.

The “Public law” areas in both the Common law and the Civil law tables are small ranges with miscellaneous topics with no major areas indented, ignoring that, by most interpretations, “Public law” includes constitutional law, administrative law, taxation, government regulation of commerce, and military law, and perhaps criminal law as well. In the older KF, there isn’t a “Public law” number, and works on the topic usually end up being classified as either constitutional law or



general works on law. Especially in the Civil law schedules/tables, “Public law” *should* be (but isn’t) the overall caption for everything that follows (constitutional law, administrative law, etc.) and perhaps a few items that come before. If you imagine that “Public law” is the top caption for everything from “Social legislation” onwards, the arrangement makes more sense. Systems using the Common law have a less well-developed perception of “Public law,” which is why they are more inclined to perceive government regulation as an aspect of the law governing that which is regulated, as opposed to it being a type of administrative law.

“Constitutional law” is a “fixed point” in all tables and schedules (in the middle, following very roughly the private law area and at the start, roughly, of the public law area). The arrangements are largely the same for Civil and Common law tables and schedules. In the tables, one must ignore (without laughing or being sarcastic) the weird-looking numbers that result from using a single table for dozens of different jurisdictions (e.g. numbers for Israel’s non-existent legislative upper house or the number for Thailand’s never-happened colonial period).

Both Civil law and Common law schedules/tables treat human rights as an aspect of “Constitutional law,” a position widely held but increasingly debated since many hold human rights to exist independent of whether governments recognize them (suggesting perhaps that human rights should be a separate topic immediately after, rather than part of, constitutional law). The Civil law tables put “Religion and state” immediately before, not indented under “Administrative law” or “Constitutional law,” whereas the Common law tables indent it under “Constitutional law.” This seems to be arbitrary since there is really no correlation between a legal system using Civil or Common law and the legal status of religion in a country.

The area after “Constitutional law” is very straightforward for the Common law, with administrative law, public property and finance (budget and especially taxes), military law, courts and procedure (which the Civil law table placed immediately before the public/constitutional law area), and criminal law and procedure.

The Civil law tables in that area are more complex, since a large number of subjects that the Common law schedules/tables placed immediately after the private and commercial law number (but before intellectual property) including trade regulation, economic law, medical and health laws, environmental law, and police are in the de facto “Public law” area following administrative law, ending, as in the Common law tables, with Public finance, military, criminal law, and procedure.

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## COLLECTION DEVELOPMENT

### Ebooks and the Law

*Adrienne DeWitt  
Campbell University*

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This year, my library added LexisNexis Digital Library to our collection. As an avid ebook reader, I heartily supported this new addition. I have been a fan of ebooks ever since an unforeseen delay in the Atlanta airport landed me with too much time to wait and nothing to read. Unwilling to fork out twenty-some-odd bucks for a best-selling hardback, I downloaded the Overdrive app, entered my public library card number and PIN, and boom! Problem solved.

There are some, however, who remain skeptical about ebooks and legal research. After all, there is a long and hallowed tradition of printed law materials. People like the feel of paper and the weight of a book in hand. Some claim to have difficulty reading content online. Ebooks can be a tough sell, especially to law library patrons. Purchasing a license for ebooks requires a certain amount of confidence, both in the format and their potential place in a law library collection.

Skepticism notwithstanding, ebooks have many benefits that warrant adding to a law library collection. For researchers working at home, there is no longer the need to hustle to the library to locate a source. Ebooks open your library to your patrons wherever they may be, either home, office, or the Atlanta airport. Ebooks are always up-to-date—no pocket parts to update or looseleaves to file. They are not destroyed by a random unreported coffee spill. They don’t get lost or go missing. Patrons

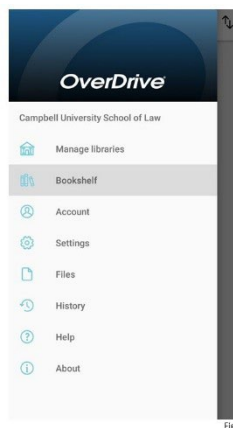


Fig. 1

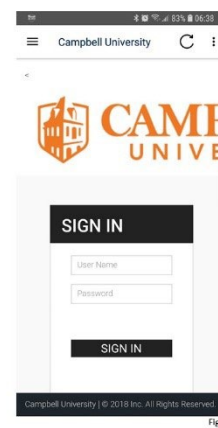


Fig. 2



can no longer mark them up or leave in their sticky notes. From a collection maintenance standpoint alone, ebooks would be a practical addition to any collection.

Keep in mind that ebooks are not quite the same thing as online books—those that you might have access to through Westlaw, Lexis, and Bloomberg as part of your LMA packages. Ebooks are accessible outside their legal research platforms. They come in a variety of formats, such as browser view, epub, or mobi. They are downloadable for offline access. They have distinct borrowing periods, and once they are due, they disappear from the patron's online library. Patrons must renew the book for continued access.

To access the LexisNexis eBook collection, patrons can either use a direct link, or they can download the Overdrive app onto their mobile device. The Overdrive app may sound familiar; public libraries nationwide use it for their own ebook collections. After downloading the Overdrive app, your patrons will need to add their law library and sign-in with their user name and password [Fig. 1 & 2].

Once in the app, patrons can browse for content and borrow up to a designated number of books [Fig. 3]. After a patron has selected a book for checkout, a pop-up box provides the option of going immediately to checkout. [Fig. 4]. At checkout, patrons have the option to read content in their browsers or download the book as an epub within the app itself [Fig. 5 & 6].

Besides access and convenience, LexisNexis eBooks have several other useful features a researcher might appreciate. For instance, bookmarks are available so patrons can immediately return to where they left off [Fig. 7]. Patrons can highlight sections and define words (although I remain uncertain about the need for a link to Wikipedia) [Fig. 8].

There are also in-text links that lead directly to Lexis Advance; however, while this worked for content read in a browser, it did not work for the downloaded epub version within the app [Fig. 9].

Browser users have the ability to highlight and annotate their research. Finally, browser users have the option to print an entire section or individual pages [Fig. 10].

For more information about the LexisNexis Digital Library, see their website at <https://store.lexisnexis.com/help/digital-library>.

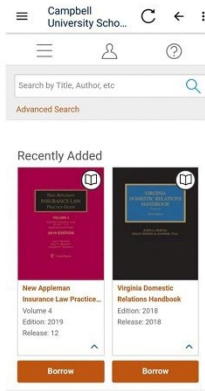


Fig. 3

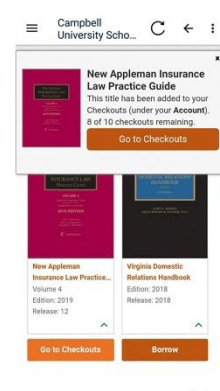


Fig. 4

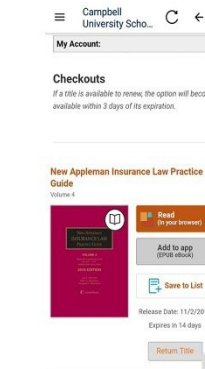


Fig. 5

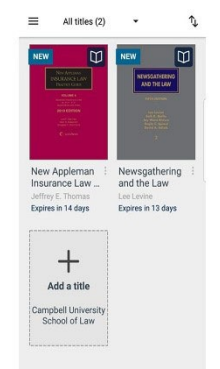


Fig. 6

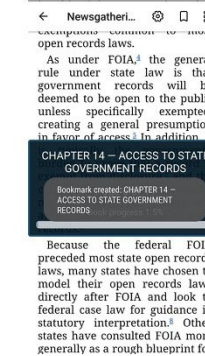


Fig. 7

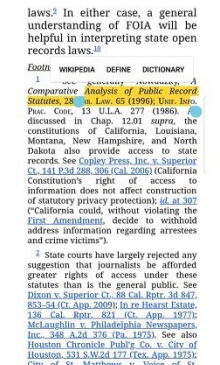


Fig. 8



Fig. 10

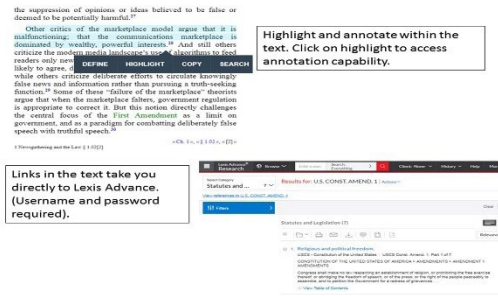


Fig. 9

## 'New system $\neq$ new-style statistics' — a small case study for using Python

*Jesse A. Lambertson*  
Georgetown Law Library

Summer 2018—fun, sure. But also the working summer for migrating our standalone Sierra instance to a shared Alma environment (the fun part is less obvious).

With that change came the requirement to rethink how we were managing cataloging/metadata statistics.

In Sierra, we used the standard cataloging processing note in 599 to output a file of data <using CreateList> from ONLY that one field.

It looked like this:

NOTE	599			jalPML
------	-----	--	--	--------

Cataloger initials code plus a three letter code for the type of record being manipulated.

I would then receive an output from the 599 tag in an e-mail from Sierra.

```
jalPMM.
kfrPML.
cedPML.
kfrPMM.
kfrPMM.
jalPMM.
cedPML.
cedPML.
```

This data was copied into a text file and was the fodder for a Perl script that output human readable meanings (albeit even with output for empty record types).

Quick snippet of the Perl script:

```
# initialize counters
foreach $inin (sort keys %ininame) {
    foreach $initask (sort keys %tasks) {
        ${$inin}{$initask} = 0;
    }
}

# open files
open (IN,"ini.txt") || die "Couldn't open f
open (OUT,">$outfile") || die "Couldn't ope

# Read the ini.txt file. If a line is empty
# and count by name+task
while ($line = <IN>) {
    chomp($line);
    if (length($line) != 0) {
        $counting{$line} += 1;
    }
    next;
}
```

One of the main challenges about moving to Alma is the lack of direct access to MARC fields in batch in really any way—also, with the Perl output, I had to see my way through empty sections (basically an array and a dictionary of sorts in Perl).

---

I wanted a script that could use information with the Alma analytics reports as its source and that would ONLY output what was done each month—not output [record-type] = 0 for those things (like hearings) that we really do not do any more but that are still in the dictionary of key/value pairs.

So ... the process:

Using Alma analytics ...

I get a report I generate each month with item numbers, the code we are keying into a specified note, etc.

23176019860004113	kfrDBM	November	11	Book
23176019870004113	kfrDBM	November	11	Book
23176019880004113	kfrDBM	November	11	Book
23176019740004113	cedADD	November	11	None
23176019790004113	cedADD	November	11	None
23176019480004113		November	11	Microfilm
23176019730004113	cedADD	November	11	None

This Stats Note information gets simply copied into a .csv file.

```
kfrADD
kfrDBM
jalPML
cedADD
cedADD
```

We are using similar human-readable meanings as we have been for years (but the Python script I am using now ONLY outputs what is counted—it includes no representations for what is not present).

Yay!

```
with open('init_code.csv', 'r') as init_file:
    stat_reader = init_file.read().split('\n')

# Moving the data into the required hashable form (to get unique values)
dataSet = set(stat_reader)
```

Using a Python dictionary:

```
(WML=' Web Monograph LC ', WME=' Web Monograph Enrich ', WMU=' Web Monograph Upgrade
DBM=' dataBase Management ', AME=' Audio Monograph Enrich ',
AMU=' Audio Monograph Upgrade ', AMS=' Audio Monograph Special Collections ',
```

With key/value pairs for catalogers and for record/material types, we get a standard output—which is simple and human readable right off the bat.

The human-readability of the results is as important as anything for the long-term access to these numbers by almost anyone.

For instance:

```
Print Monograph LC: 80
Print Monograph Member Copy: 63
Print Monograph LC: 104
```

I removed the names, but each line is understood to be a specific type of record interacted with by a person for a specific number of times during each month.

This simple output (which writes to another small text file) is made possible by the key/value pairs of the above-mentioned dictionary in the Python script as well as indexing of the strings—which separates the cataloger initial code from the three letter all-caps code in the 6-character strings originating from the Alma analytics report.

To be clear, I am not a programmer, but I am finding it increasingly important to rely on script-based tools to do more tasks—and can imagine that others are too.

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I will learn more uses for Python—and more learning will surely produce fodder for another Description & Entry column in the future.

If you want to learn more about Python together, feel free to reach out to [jal360@georgetown.edu](mailto:jal360@georgetown.edu)—I am a newbie.

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## THE INTERNET

# A Summary of Recent Events at the Digital Public Library of America

Wilhelmina Randtke  
Florida Academic Library Services Cooperative

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In November 2018, the Digital Public Library of America (DPLA) fired six employees on short notice, apparently in a shift from aggregated search towards eBook publishing. This article gives a summary of recent changes at the DPLA.

The DPLA launched over 5 years ago and was heavily grant funded at the start, with a goal of achieving long-term sustainability. Early on, from 2010 to 2013, DPLA was housed within the Berkman Center at Harvard Law, which acted as an incubator. See Doron Weber, *A Proud Day for the DPLA* (April 18, 2013), <https://dp.la/news/a-proud-day-for-the-dpla> (last visited Nov. 28, 2018); and DPLA, *Digital Public Library of America makes push to serve all 50 states by 2017 with \$3.4 million from the Sloan and Knight foundations* (June 26, 2015), <https://dp.la/news/digital-public-library-of-america-makes-push-to-serve-all-50-states-by-2017-with-3-4-million-from-the-sloan-and-knight-foundations> (last visited Nov. 28, 2018), both describing early grant funding leading to launch.

A primary goal of DPLA from inception was to provide a centralized search for open access digital library content hosted by a variety of libraries and museums in the US. The public search of these materials is live at <http://dp.la>. This service was modeled after Europeana (<https://europeana.eu>), which provides a cross platform search of open access digital library materials hosted by libraries, museums, and archives in Europe. To operate the search, DPLA collects records for digital library materials and updates coverage on a regular schedule. DPLA works on a model where hubs either aggregate records from libraries and then contribute those records to the DPLA (service hubs), or they host content on behalf of many libraries and send records to DPLA (content hubs).

On September 1, 2017, the DPLA launched a Hub Network Membership program. DPLA, *DPLA to Launch Membership Network Program* (Aug. 1, 2017), <https://dp.la/news/launching-membership-network-program> (last visited Nov. 28, 2018). The membership involves dues paid by each hub at a rate of \$10,000 per year per hub, or \$12,000 per year for multi-state hubs. DPLA, *Membership Program* (2018), <https://pro.dp.la/hubs/membership-program> (last visited Nov. 28, 2018). The DPLA currently has 40 hubs. DPLA, *Our Hubs* (2018), <https://pro.dp.la/hubs/our-hubs> (last visited Nov. 28, 2018).

A broad view is that DPLA is in the process of transitioning from startup grant funding to long-term funding from membership dues by libraries contributing records.

On November 8, 2018, DPLA fired 6 employees. Emily Gore (@ncschistory), Twitter (Nov. 8, 2018, 5:08 PM), <https://twitter.com/ncschistory/status/1060655444216168448>. Leading up to this event, the total staffing at DPLA was a modest 15 employees as of April 2018. Emily Gore, *DPLA: A Look Back on the Last 5 Years* (April 18, 2018), <https://dp.la/news/dpla-a-look-back-on-the-last-5-years> (last visited Nov. 28, 2018). So, the firing is a significant reduction in staff.

Shortly after the firings, on November 10, 2018, the Executive Director of DPLA, John S. Bracken, presented at the Library Information Technology Association (LITA) Forum on the topic “DPLA Update and Information.” A recording of the presentation is available at <https://ala-events.zoom.us/recording/play/qfRXaI6zfJ0YpKRHCncjGYnLY7MDRsqDAfHMzv08jB7cXMSXQ5f7SV20ORKSfX5q>. The presentation covered, in very broad strokes, differences in media and the wider world from 2010 at the DPLA’s inception to present. It then transitioned to a discussion of libraries and cultural heritage institutions as an under-resourced field and a discussion that as libraries, “we need our new Andrew Carnegie.” During the question and answer session following the presentation, the audience was very direct in asking about the firings and about DPLA’s financial situation. In response, the Executive Director said that future funding sources might be membership dues from hubs and eBook sales.

More information about the DPLA’s eBook project can be found at DPLA, *DPLA Launching eBook Pilot* (May 15, 2017), <https://dp.la/news/dpla-launching-ebook-pilot/> and DPLA, *DPLA Exchange Offers Library-Centered Ebook Marketplace* (Oct. 10, 2017), <https://dp.la/news/dpla-exchange-offers-library-centered-ebook-marketplace/>. The eBook pilot project is a relatively recent project developed over the past year.

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Communications immediately following the firings seem to signal a dramatic shift away from promoting open access content made available by US libraries and towards acting as an eBook vendor.

In the days following the firings, the library community authored an open Letter of Concern to the DPLA Board, which is available at [https://docs.google.com/document/d/1Vkr8\\_YGVv53znW14hT66smTwiSItvYOyW0XN70tPZBc/edit](https://docs.google.com/document/d/1Vkr8_YGVv53znW14hT66smTwiSItvYOyW0XN70tPZBc/edit). The letter censures the firings, the vague announcement of new strategic priorities, and the lack of transparency and communication. As of November 28, 2018, the letter had 286 signatories.

On November 14, 2018, DPLA posted a public announcement titled “DPLA Update Q&A,” available at <https://dp.la/news/dpla-update-qa>. The announcement is not in response to the letter, but is rather a frequently asked questions (FAQ) geared towards libraries participating in the DPLA. The announcement states which positions were eliminated: a developer, web designer, eBook team member, administrator, metadata librarian, and curation and education specialist. The announcement consists of a series of questions and answers about the impact of the firings on ongoing established work at DPLA, including updating harvested records in the DPLA search at dp.la and holding community meetings and working groups. The announcement seems to state that all activities will continue uninterrupted.

On November 21, 2018, the day before Thanksgiving, the DPLA released a formal response to the open letter, <https://dp.la/news/dpla-board-of-directors-community-letter-response>. The letter refers to a “transition period” over the next few months and lists financial constraints as a reason for the firings. The response also invites interested parties to join the regularly scheduled board meeting on January 15, 2019 to have a conversation about the future of DPLA.

The apparent change in finances and direction of a high profile digital library organization underscores the need for an emphasis on long-term sustainability in digital projects.

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## Wait, What? Working Productively in a World of Distraction

MANAGEMENT

Beth Farrell  
Cleveland-Marshall College of Law Library

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During a typical workday, what do you think you do 566 times? Wonder where to go for lunch? Wish you were back on vacation? Sip coffee? If you’re like the average knowledge worker sitting at an Internet-connected computer, what you do an average of 566 times per workday—every 40 seconds—is switch between tasks.<sup>1</sup> Yep, you’re probably already gone from this paragraph!

If you’re a manager, you may not have even made it to the end of the first sentence because others interrupt you even more than you interrupt yourself.<sup>2</sup> If we could all just get right back on task after interruptions, the situation wouldn’t be as dire. But research has shown that it takes an average of 25 minutes to resume working on a task after an interruption, and before getting back to that task we work on an average of 2.26 other things.<sup>3</sup> Also, the length of the interruption is irrelevant; research has shown that task switching even for a few seconds has a massive impact on cognitive performance.<sup>4</sup> It’s no wonder many of us feel extremely busy but are unable to get our actual work done!

Two recent books offer excellent suggestions for improving productivity while reducing stress levels: *Hyperfocus: How to Be More Productive in a World of Distraction* by Chris Bailey and *Deep Work: Rules for Focused Success in a Distracted World* by Cal Newport. As the subtitles indicate, both authors cite technology and our hyperconnected world as major roadblocks to productivity. Additionally, the somewhat esoteric nature of knowledge work, which can be difficult to quantify in productivity terms, can also prevent us from knowing just how ineffectively we are working. Both authors note our brains are also partly to blame—we are neurologically wired to seek novelty—but with deliberate practice, we can improve our ability to focus.

After Bailey finished his first book, *The Productivity Project*, he was embarrassed to realize that he, a self-proclaimed ‘productivity expert,’ was working distractedly and without focus. He turned to the work of attention researchers and concluded that the key to doing complex work well was deliberately managing one’s attention. The term hyperfocus originated in Attention Deficit Hyperactivity Disorder (ADHD) literature to describe when a person’s attention is consumed by a single object or action; Bailey’s definition—intense focus coupled with deliberate attention—adds the element of intentionality.<sup>5</sup> He suggests classifying your typical work tasks by level of focus needed and then organizing your day so you hyperfocus on the complex tasks while completing other less taxing and consequential tasks in dedicated blocks of time. While we’d



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like to think that this is already how we work, research has shown that 84% of us keep our email clients open all day while 63% allow email alerts to interrupt our thoughts.<sup>6</sup> Even if your job requires that you respond to email often, Bailey suggests that, instead of being constantly connected, take 20 minutes at the top of each hour to deal with it, or set up email alerts for VIPs only. Other suggestions include: keep a distraction list to externalize your random thoughts and worries while you hyperfocus; set an hourly alert to doublecheck that you're staying on task; and practice being distraction-free by leaving your phone behind when you take a walk or go get coffee. Research has also shown that being in a negative state of mind shrinks the ability to focus, so consider if checking twitter or the news often during the workday is worth the drain on your productivity—be ruthless in defending your attention.<sup>7</sup>

Georgetown computer science professor Newport believes most of us know we're too distracted, but we aren't as alarmed as we should be.<sup>8</sup> He argues that our increasingly competitive information economy requires us to learn complex things very quickly and produce at elite levels, which we can't do if we are checking email 10 times an hour. He defines deep work as pushing your cognitive capabilities to the limit by working in a state of distraction-free concentration.<sup>9</sup> Scheduling deep work is critical, and he describes four types: monastic (cutting yourself off, retreating to a quiet place to work); bimodal (dividing your time between at least day-long monastic stretches and other 'regular' work times); rhythmic (working deeply at the same time each day); and journalistic (fitting in deep work whenever you can, like journalists do when they're on deadline.)<sup>10</sup> Other suggestions include: create a ritual around when you start deep work (e.g. get a fresh cup of coffee and turn on a white noise machine); mark your calendar each day you successfully work deeply and try to keep the streak going; advertise when you're going into deep work (e.g. set a detailed out-of-office email message) and be accessible when you come back; and speak with your supervisor if you find you're spending too much time on 'shallow work.'

Refreshingly, both authors emphasize the importance of downtime for the ability to concentrate during working hours. Both believe curating your non-work activities—deliberately choosing rich and relaxing distractions instead of just surfing through click bait—not only makes your life more meaningful, it can help you return to work feeling more refreshed and readier to focus. Newport, who employs a specific shutdown ritual at the end of the workday, summarizes something that should be obvious to us, but isn't, in our hyperconnected world: “When you work, work hard. When you're done, be done.”<sup>11</sup>

#### Endnotes

- 1 Chris Bailey. *Hyperfocus* (New York: Viking, 2018), 74.
- 2 Ibid, 80.
- 3 Ibid, 75.
- 4 Shankar Vedantam. “You 2.0: The Value Of ‘Deep Work’ In An Age Of Distraction” *Hidden Brain*. Podcast audio, July 25, 2017. <https://www.npr.org/2017/07/25/539092670/you-2-0-the-value-of-deep-work-in-an-age-of-distraction>
- 5 Bailey, 51.
- 6 Ibid, 93.
- 7 Ibid, 202.
- 8 Vedantam.
- 9 Cal Newport. *Deep Work* (New York: Grand Central Publishing, 2016), 3.
- 10 Ibid, 102.
- 11 Ibid, 154.

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OCLC
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## Announcements from OCLC

*Gypsy Moody*  
*Belmont University*

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### OCLC-MARC Bibliographic and Holdings Format Update 2018

The OCLC-MARC Bibliographic and Holdings Format Update 2018 is scheduled to be installed soon. All details are now available in *OCLC Technical Bulletin 268: OCLC-MARC Format Update 2018*, available at [https://help.oclc.org/WorldCat/Cataloging\\_documentation/Technical\\_Bulletins/268](https://help.oclc.org/WorldCat/Cataloging_documentation/Technical_Bulletins/268). This update will implement MARC 21 Bibliographic and Holdings format changes announced in MARC 21 Updates No. 25 (December 2017; [http://www.loc.gov/marc/marc21\\_update25\\_online.html](http://www.loc.gov/marc/marc21_update25_online.html)) and No. 26 (April 2018; [http://www.loc.gov/marc/marc21\\_update26\\_online.html](http://www.loc.gov/marc/marc21_update26_online.html)), including:

- In the Bibliographic and Holdings field 007 for Maps, a new code “x” (Not Applicable) is defined in subfield \$e (007/04, Physical Medium) for remote digital resources. Documentation-only changes have also been made in subfields \$b (007/01, Specific Material Designation) and \$g (007/06, Production/Reproduction Details).

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- Bibliographic field 257 (Country of Producing Entity) has had its scope broadened to include areas not legally recognized as countries.
  - Bibliographic field 382 (Medium of Performance) has had its subfield \$r (Total Number of Individuals Performing Alongside Ensembles) redescribed.
  - Bibliographic field 730 (Added Entry – Uniform Title) has had subfield \$4 (Relationship) added.
  - New Bibliographic field 758 (Resource Identifier) has been defined.
  - New subfields \$t (Report Number), \$u (Standard Technical Report Number), and \$z (ISBN) have been added to the Bibliographic field 777 (Issued With Entry).
  - Subfield \$d (Date of Meeting or Treaty Signing) has been made Repeatable in all Bibliographic Meeting Name fields.
  - Subfield \$s (Version) has been made Repeatable in 31 Bibliographic fields.
  - Bibliographic subfield \$0 (Authority Record Control Number or Standard Number) has been slightly redefined.
  - Subfield \$1 (Real World Object URI) has been defined in over 90 Bibliographic fields and four Holdings fields.
  - Subfield \$3 (Materials Specified) has been added to Bibliographic fields 377 (Associated Language), 380 (Form of Work), 381 (Other Distinguishing Characteristics of Work or Expression), 383 (Numeric Designation of Musical Work), and 384 (Key).

Additionally, OCLC will validate MARC codes announced in ten Library of Congress Technical Notices (<http://www.loc.gov/marc/marcginf.html#naa>) issued between November 2017 and July 2018.

**Although MARC 21 Authority Format changes from Updates No. 25 and No. 26 are documented in Technical Bulletin 268, the Authority record changes will be implemented not at this time but instead at a future date in coordination with the Library of Congress and the Name Authority Cooperative (NACO) of the Program for Cooperative Cataloging (PCC). LC, NACO, and OCLC will make announcements at that future date.**

OCLC plans to install the OCLC-MARC Bibliographic and Holdings Format Update 2018 soon and will make announcements widely through the usual discussion lists and Connexion logon greetings at that time.

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## PRESERVATION

## Explore, Learn, Connect!

*Matthew Robert Jenks*  
*University of New Hampshire*

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Those of us who are newer to archiving and the field of Preservation sometimes feel as if we are adrift, left to practice in our chosen field without a guide or a rudder to steer by. In part, I think this has to do with something one of my cohorts said in our New England Archivists group the other night: to folks outside our profession, “archiving” and the Archivist profession is a Great Mystery. Eyes glaze over when we describe what we do, and it becomes hard to connect, to relate that passion we feel for Preservation and history—or at least the saving of it. “Just go to it and do whatever it is you do. You’re doing a great job,” they say. In many cases, there isn’t a support system to rely on or a long tradition of Best Practices to guide our way and buttress our work. The Archivist is, in many cases (with a few exceptions), on an island off the Mainland Library coast. Even more to the point, the Legal Archivist is on a sand bar off this island.

That is why building our own support systems and ways to connect is so crucial. We are our own best advocates. Though some of us are natural born leaders, standing at the forefront of Preservation and even librarianship in general (honestly, for some reason, our profession produces some of the most dynamic advocates in all of librarianship), others (including myself) tend to stay a bit more behind the scenes, though we are every bit as passionate about Preservation. That is why it is up to us to put ourselves out there, to take advantage of resources and networking opportunities.

With this in mind, I decided to make a list of the best resources I have found over the years for Archivists ... or at least the last few years, since these are all online. In a future column, I will make a similar list of print resources, those classics which have stood the test of time and whose teachings and wisdom never grow old or become outdated. The beauty of the resources listed in this column is that they are meta-resources; they are essentially resource directories, containing links to a vast array of other sites that contain information on everything from Digitization and Metadata Schema to Records Management and Preservation Techniques. They are, in no particular order:



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**Society of American Archivists—Free Publications,** <https://www2.archivists.org/publications/freepublications>

Of particular interest here are:

*Modern Archives* by T. R. Schellenberg—a classic in the Archives field and available for PDF download.

*Archives and Manuscripts: Law* (1985)—This still-useful publication by Gary Peterson and Trudy Huskamp Peterson presents legal questions confronted by archivists and discusses reasonable means for analyzing and resolving legal issues. A companion to the newer *Navigating Legal Issues in Archives*.

*Oral History Cataloging Manual* by Marion Matters—a PDF on a very targeted, specific branch of Archives and Preservation, this manual will aid the Archivist many times over. Contains oral-history-specific tags and attributes, as well as the practices and techniques used to record and catalog oral histories.

*Describing Archives: a Content Standard*—an excellent primer for DACS.

*Encoded Archival Description Tag Library* – an invaluable resource for EAD

**ArchivesAware!—Awareness and Outreach Resources for Archivists,** <https://archivesaware.archivists.org/>

This site is invaluable for one primary reason: it is a one-stop shop for everything that is currently going on in the world of Archiving. If you want to be kept up-to-date in the profession; if you want to feel like you are current with events in the Preservation and Archiving fields; and most of all, if you want to feel like you are connected, like you are an integral part of a rich, rewarding and vibrant field, then this website is for you. Though Archives Aware! only occasionally addresses issues in the field of Legal Preservation, it is an invaluable resource for Archivists in general. Many informative and enlightening interviews (and articles), not to mention networking opportunities. High quality site.

**National Union Catalog of Manuscript Collections,** <http://www.loc.gov/coll/nucmc/internet.html>

Contrary to its title, the primary focus of this site is education. There are numerous links to various education programs throughout the country, as well as a host of regional Archival societies and specialized organizations. I also appreciated the links to numerous information resources. My favorites: Preservation Activities in LC, National Archives and Records Administration—Archives and Preservation Resources, Northeast Document Conservation Center, Rare Books and Manuscripts Section—ALA, and Standards (Library of Congress). This website is a must for any Archivist.

**National Archives—Archives Library Information Center (ALIC)—Resources,** <https://www.archives.gov/research/alic/reference/archives-resources>

This website, home to the National Archives, is both the best meta-website for Archivists and a testament to what happens when government funding is cut for vital programs. This used to be my favorite Preservation website, my go-to for all things Archives. Now it depends what links you click on. I found about 15% of links and sublinks are broken. They go nowhere or flash a 404-File Not Found. This phenomenon is mostly concentrated in the Archives and Records Management section, but I have also found broken links in Documenting Your Public Service, Research Tutorial, ArchiveNet, NAGARA, and the Electronic and Special Media Records Services Staff Bibliography. I haven't checked ALL the sublinks, but I have looked at the most prominent ones.

It cannot be overstated how vital it is to maintain funding for the National Archives; broken links are the inevitable result of a lack of funding and/or inadequate staff available to maintain the website. We need to restore the National Archives presence to a place of prominence and renew its status as the best go-to Archives site on the web.

Well, that's my short list. The best advice I can give to my fellow Archivists out there, both experienced and new to the field, is to EXPLORE! Get lost in these resource treasure troves and others. Find out what interests you personally as well as professionally. Then resolve to LEARN something new every day and evolve as a professional. Grow and Be in the Know, as one of my fellow Archivists likes to say. Finally, CONNECT with your fellow practitioners. Come out of your turret and join the Grand Community of Archivists across your region, across the nation, and around the world! You will be enriched, enlightened and emboldened! Oh, and Happy Archiving!

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# Centralized Technical Services: Managing Filing Staff Remotely Part 1

## PRIVATE LAW LIBRARIES

*JoAnn Hounshell  
Sidley Austin LLP*

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In our firm, technical services functions are centralized in Chicago, our headquarters office. Under this model, all ordering, receiving, check-in, processing, invoice paying, and claiming is done in Chicago and shipped to the other 12 offices across the U.S. Of these 12 offices, eight have physical libraries in which we rely on clerical/filing services to receive and effectively handle the material sent from Chicago. This could include filing, shelving, and pulling out-of-date materials from the shelf. There are often short-term projects, such as inventory, that are performed by the clerical/filing services staff. Office books and daily newspapers are all that are received in the remaining four firm offices, and we rely on office managers and secretaries to receive and file this material. The responsibility of managing centralized technical services, and managing filing staff remotely, falls to my team, Library Operations.

There are a lot of moving parts involved in this type of organizational structure. I have been in technical services and management for a lot of years. This is my first experience managing remote teams spanning four time zones. Some days, I feel like I'm juggling water balloons; other days, I feel like I'm herding cats. I would like to share what I am learning about managing remotely in a series of columns for TSLL.

Here are a few things that I quickly learned:

Transparency in the operations of technical services is essential. Non-technical services library staff do not understand what we do anyway, but it is essential to keep the filing staff across offices informed of changes in processes, cancellations, and in the firm's policies that impact outsourced staff. Do not assume that the clerical/filing staff even know what they are doing is actually considered technical services work. Many will not understand why a new edition of a title means that a new check-in record is necessary or that filing for the new edition cannot go into the old edition's binders.

It is also essential to seek input from the clerical/filing services. These outsourced staff are the boots on the ground for my team and provide invaluable feedback on potential problems in their location. I would rather hear from a member of the filing service team in Palo Alto that a release is missing than to have the attorney raise a complaint about their out-of-date title. In a perfect scenario, my team would be alerting the attorney that the missing release is on order, and we will make sure it gets filed even before the attorney is aware there is a problem.

Managing remote teams is challenging, and communication is imperative. Holding regular meetings with filing staff is essential. For the busy offices, I hold a weekly conference call with the clerical/filing staff. In smaller offices, I hold a bimonthly conference call, and the smallest offices I reach out to as needed, but at least on a quarterly basis. I also communicate regularly with the filing service company headquarters. This relationship is important. The initial focus of these calls was to set expectations and identify what a successful outcome looks like. If the management at the clerical/filing service company is difficult to reach or does not return calls in a timely manner, it is likely that their staff is not in regular communication with them. The clerical/filing staff are not part of the regular performance evaluation process, but the companies that they work for are certainly always under review.

Regular communication also provides an opportunity to set up a friendly environment, to ensure that the clerical/filing staff feel comfortable in talking with me about problems in their location. These regular meetings provide an opportunity to get to know staff that I may have never met in person. These calls also help to reinforce the fact that the filers have a point of contact that is only a phone call, email, or text message away. Most members of the library operations team in Chicago communicate directly with the clerical/filing staff via email, phone calls, and Skype. I may be the primary point of contact for the clerical/filing staff, but they soon understand that if I'm not available, someone is there to address any problems.

Recently, I surveyed research managers that oversee the eight offices with libraries about the clerical/filing needs. The purpose of the survey was to get a better understanding of the clerical/filing needs from the research manager's point of view. I compared the survey results to the information I had gathered via regular conference calls with the clerical/filing staff to get a more complete picture of what is happening in these offices. The whole exercise is helping me to standardize processes in Chicago and open communications across the country that reinforce transparency and open more channels of communication.

There is nothing like seeing people one-on-one, face-to-face to establish a good working relationship. I hope to visit the offices with a library so that I can meet with outsource staff, librarians, on-site office managers, and mail room supervisors,

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with the sole purpose of listening to their needs and concerns, again with the purpose of providing transparency and standardizing services.

In my next column, I will talk about building relations and ensuring that everyone understands the cycle of interaction.

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## RESEARCH & PUBLICATIONS

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### Technology Tools to Deter Distraction

*Molly Brownfield  
University of Texas Tarlton Law Library*

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First and foremost, my sincere thanks to Jason LeMay and the TSSL Editorial Board for appointing me to the TSSL Research and Publications column! I greatly appreciate the opportunity, especially as I consider my goals and resolutions for the upcoming New Year—one of which is to focus more on my own research and publication. This is never an easy feat, particularly in a world where technology including email, calendar reminders, electronic notifications, social media, etc., regularly disrupts and distracts us. It may seem counterintuitive in light of this to turn to technology for a solution; however, certain tech tools such as the ones listed below promise to reduce distractions and aid time management.

#### **RescueTime (<https://www.rescuetime.com/>)**

A first step to becoming more focused is identifying your Achilles heel when it comes to distraction. RescueTime is an ideal tool for taking a good honest look at your online habits and figuring out where you might be wasting time. This app tracks the time you spend on different websites and applications throughout the day and sends a personalized (private) email report of your time so you can see exactly where your day went. RescueTime's Lite program is free and allows you to customize your RescueTime experience by selecting your three most productive and three most distracting activities, specifying the times you want RescueTime to log time, and setting goals. The Premium version costs \$9 per month and includes additional features such as blocking distracting websites, unlimited report history, and more detailed reports.

#### **AppBlock (<https://www.appblock.app/>)**

A friend of mine who is an extremely productive researcher and writer recently told me her secret weapon for maintaining focus is a tool called AppBlock. AppBlock allows you to block applications on your phone that might be distracting for you during certain hours of the day and/or at certain places, like the office. You can also select time limits for particular applications each day. For example, only 20 minutes per day of your favorite social media app. It's a great tool for restricting your phone to work-related use during work hours and allowing you to maintain focus. Basic AppBlock is free with a PRO version available for purchase.

#### **HazeOver (<https://hazeover.com/>)**

In today's multitasking world, it's common to have several tabs and programs open at once on your computer, which can make it hard to focus on just one thing. Designed for Mac users, HazeOver provides a solution to the "noisy" desktop by darkening all windows on your computer screen except for the one in which you are actively working. It's a great tool for helping to concentrate on the task at hand and ideal for those of us who want to focus on getting some writing done without having to minimize or completely close out of our email, calendar, and other programs.

#### **ZenPen (<https://zenpen.io/>)**

Once you're actually in the writing zone, it's nice to have a blank slate in the form of a low-distraction writing environment to help you stay productive for longer periods of time. ZenPen, a browser-based app, is one of many available minimalist writing tools. There are no bells and whistles—just a plain white background for you to fill up with text. It's free to use and does not require any downloads. You can save your work as an HTML or plain text file, or copy and paste it into a Word document when you've finished writing and are ready to format.

#### **Flowstate (<http://hailoverman.com/flowstate>)**

Flowstate is a writing tool that encourages free-flow writing with tough love. After purchasing the app (cost ranges from \$4.99 - \$9.99 depending on your device), you set up a writing session, select an amount of time for that session, and start writing. If you stop typing for five seconds or exit out of the program before the session is over, the app deletes everything you've written. You must write continuously for the full session in order to save your work. Freeflow might just live up to its billing as "The Most Dangerous App," but the danger is bound to help you push past writer's block and concentrate on getting those words on the page!



Season's Greetings!

This month's column is a personal reflection on a couple of sayings that you've probably heard before and how they relate to serials issues.

## **1. Efficiency is NOT doing it fast; it IS doing it right the first time**

An Open Door blog post credits the phrase "do it right the first time" to Philip Crosby, the Quality Guru and best-selling author. The website Investopedia describes the phrase Do It Right The First Time, along with its commonly used acronym DRIFT, as a theory from managerial accounting that relates to 'just-in-time' inventory.

Time Management Ninja uses slightly different words to express the same idea as the saying above: "Speed doesn't always increase productivity. Doing it right the first time prevents rework."

## **2. Good, fast, and cheap—you get to choose only two**

From a project management perspective, a post from the endian.com blog describes the saying above as coming from a design principle to prioritize any (and only) two of the following three results at the expense of the other: Quality, Time, Cost.

This saying often features prominently in a variety of contexts. It's all over the web. A Google search of the phrase shows thousands of articles, memes, and images. In just one example, Larry Cuban (of "Shark Tank" TV fame) used it when he wrote about school reform and classroom practice.

### **How do these sayings relate to serials issues?**

In the law library context generally, and in the serials context specifically, things are changing. Just about whatever you can think of is changing, will change, or has already changed. Those things include the library's reliance on technology; patrons' growing technological abilities; static or shrinking budgets; shrinking physical space in libraries; and the changing publishing world (including digital formats and ever-increasing prices). These are what come to mind right now, but there are surely many more examples.

As Technical Services librarians, we need to rethink how we do things. For example, the traditional check-in process commonly used for print serials may not be appropriate for online publications. We need to apply DRIFT. In other words, we need to take the time to really think through procedures to develop ones that are appropriate for a modified serials context. Once we have it right, then increased efficiency (speed and productivity) will come.

As Technical Services librarians, we also need to recognize the limits that we must reasonably expect when we apply DRIFT. In developing an improved check-in procedure, for example, a good and fast procedure will probably not be cheap. Or a cheap and fast procedure may not be good. It's up to us (along with library management and employer decision-makers) to choose.

What do YOU think? I'd love to hear from you. Email me at [rensberg@sgrlaw.com](mailto:rensberg@sgrlaw.com)!

### **Endnotes**

First Saying:

<http://www.opendoorhr.com/Do-It-Right-the-First-Time/>

<https://www.investopedia.com/terms/d/drift.asp>

<https://timemanagementninja.com/2017/09/tmn-tip-speed-doesnt-always-increase-productivity/>

Second Saying:

<https://www.endian.com/blog/good-fast-cheap-pick-any-2-the-iron-triangle-of-product-development/>

<https://larrycuban.wordpress.com/2015/06/12/the-dilemma-of-fast-cheap-and-good-you-can-only-pick-two/>



## SERIALS TITLES

Crystal Alberthal  
University of Washington

The serials staff of the University of Washington School of Law, Gallagher Law Library recently identified the following serial title changes:

*Cardozo Journal of Law and Gender*  
v.12 no. 1 (fall 2005) – v.23 no. 1 (fall 2016)  
(OCoLC 69671162)

**Changed to:**

*Cardozo Journal of Equal Rights & Social Justice*  
v.24 no.1 (fall 2017) –  
(OCoLC 1048460855)

*Michigan Telecommunications and Technology Law Review*  
v.1 (1994) – v.24 no.2 (spring 2018)  
(OCoLC 43538934)

**Changed to:**

*Michigan Technology Law Review*  
v.25 no.1 –

*William and Mary Journal of Women and the Law*  
v.1 no.1 (fall 1994) – v.24 no.3 (spring 2018)  
(OCoLC 31922017)

**Changed to:**

*William and Mary Journal of Race, Gender & Justice*  
v.25 no.1 (fall 2018) –

The serials staff of the University of Washington School of Law, Gallagher Law Library recently identified the following serial cessations:

*Massachusetts Bar Association Lawyers Journal*  
**Ceased in print with:** v.25 no.4 (March/April 2018)  
(OCoLC 30711601)

Continued online at <https://www.massbar.org/publications/lawyers-journal>  
(OCoLC 191800483)

*Minnesota Journal of Law, Science & Technology*  
**Ceased in print with:** v.19 (2018)  
(OCoLC 56551103)

Continued online at <https://scholarship.law.umn.edu/mjlst/>  
and available on HeinOnline  
(OCoLC 56633212)

*Offender Programs Report*  
**Ceased with:** 2017  
(OCoLC 926249869)

*Richmond Journal of Global Law and Business*  
**Ceased with:** v.16 no.2  
(OCoLC 44903964)

*Whittier Journal of Child and Family Advocacy*  
**Ceased with:** v.17 no.1 (spring 2018)  
(OCoLC 50519741)

*Whittier Law Review*  
**Ceased with:** v.39 no.1 (2018)  
(OCoLC 04596003)



## SUBJECT HEADINGS

Patrick Lavey  
UCLA

New Library of Congress subject headings of interest to catalogers continue to appear. This column will be dedicated primarily to them. First, a reminder about the Library's Multiple Subdivisions project. It is explained both in the November 7, 2018 document "*Multiple*" Subdivisions to be Cancelled from Library of Congress Subject Headings and in the October 15, 2018 *Summary of Decisions, Editorial meeting Number 10*, which needs to be read for more than just the policy on multiple subdivisions. LC's Policy and Standards Division continues to receive subject heading proposals in this area that they have asked not be submitted to them. This is also explained in *Subject Headings Manual, Multiple Subdivisions, H 1090*.

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New headings in the area of business and economics include “Additional insureds (Insurance law),” “Capital market—Religious aspects,” and “Default (Finance)—Law and legislation.” Other headings include “Cryptocurrencies,” “For-profit museums,” and “Intellectual property and creative ability.” “Digital currency” has been approved, as have “In situ burning (Oil spill management),” “General Motors Corporation Strike, 1939,” and “Live-in household employees.” “Occupational segregation” may now be used. “Cyanide-fishing” [gasp!], an ill-advised method of gathering live fish for sale, is used to describe an illegal practice that continues to be used in Southeast Asia and elsewhere. It stuns the fish rather than killing it, but in the process, does harm to nearby marine life. The term “Smart cities” is used not to describe cities with many well-educated persons, but rather an urban area that uses different types of electronic data collection sensors to manage its resources more efficiently. “Wages—Clothing workers—Law and legislation” may now be used.

In addition to the internet technology terms above, the term “Multihoming (Computer networks)” has been approved to describe configuring a computer with more than one network interface and multiple IP addresses. “Mobile apps—Law and legislation,” may be used, as may “OWL (Web ontology language).” “Image steganography” refers to the process of embedding hidden data inside a carrier file, and “Digital watermarking” is one method of doing this (barcoding is another). “User-generated content—Law and legislation” is available.

Headings for persons include “Men, Black,” “Generation Z,” “Muslim merchants,” “Muslim politicians,” and “Indians—Relations with Jews.” This last heading concerns Native Americans and not persons from India. “Female offenders in mass media,” “Stadium vendors,” and “Women sound recording executives and producers” are available for use, as is “Holocaust survivors’ spouses.” “Zombies—Religious aspects” has arisen, as has “Zombies on television.” The former heading “Mental retardation” is now “Intellectual disability,” and associated headings have been changed.

A few miscellaneous items: “Train hopping” describes riding a train without paying a fare and train surfing, riding on top of a train, often to an unpleasant death. The term “Modern Orthodox Judaism movement” has been approved. Its scope note should be consulted. “Social justice and education,” “Justice in mass media,” and “Government property (Roman law)” have appeared, as has “Greenhouse gas mitigation—Certification.” In international affairs, “Korea (North)—Foreign relations—2011-” may be used, as may “Arab-Israeli conflict—1967-1973—Influence.”

Among the new Genre/Form terms: “Bills of sale,” “Course catalogs,” “Exhibition posters,” “Legal comics,” “Personals (Advertisements),” “Gay television programs,” “Transgender television programs,” and “Lesbian television programs.”



TECHSCANS

*Jackie Magagnosc  
Cornell University*

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*Contributing authors: Carol Collins, Jackie Magagnosc, Jason LeMay, Travis Spence*

## **Cataloging**

### **Revised RDA Toolkit workshop**

Recently, I was able to attend a workshop at the American Library Association Annual Meeting, sponsored by the RDA Steering Committee, which provided an introduction to the beta revised RDA Toolkit. The RDA Steering Committee (RSC) initiated the RDA Toolkit Restructure and Redesign (3R) project in 2017, redesigning the toolkit to align with the IFLA Library Reference Model (<https://www.ifla.org/publications/node/11412>).

The beta Toolkit is available at <https://beta.rdatoolkit.org/rda.web/>, and users are encouraged to explore and provide feedback. Presentations from the workshop are available on the RSC’s presentation site, <http://www.rda-rsc.org/node/560>.

What do I think the takeaways are? An understanding of the IFLA LRM is essential to navigating the revised toolkit, as all instructions are organized in accordance with this model. The toolkit is very much a work in progress, so it is difficult to tell how it will be to work with; examples are incomplete, and some navigational aids have yet to be developed. While the language used is very consistent, it is also somewhat opaque. The new version will be reliant on “application profiles” to provide guidance to catalogers for use of the recording options presented for each data element. It is anticipated that communities of practice, e.g. music catalogers, law catalogers, will develop best practices for catalogers working in these areas.



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The RSC has not determined a date for transition to the revised toolkit; they must first agree that the 3R project is complete. The RDA Board must unanimously approve the determination. A transition date will then be announced; the original site will remain available for one year beyond that date so users can move to the new toolkit.

### **MarcEdit a.k.a. “A Cataloger’s Best Friend”**

Yael Mandelstam, Head of Cataloging & Metadata Services at Fordham University School of Law, conducted an excellent day-long workshop on the functionality of MarcEdit during the 2018 AALL conference. If you were not able to attend that session, don’t despair. “Free” instructional resources are available.

MarcEdit, which includes a built-in help tool, was recently updated to version 7. New features incorporated into the latest rendition include linked data enhancements, BibFrame2 support, expanded command-line options, and integrated help. In addition, there is a Knowledge Bases and Related Tools (KBART) plugin. Basic MARC functionality has changed very little in the new version.

As a follow-up to workshops offered at the NASIG 32nd Annual Conference, Terry Reese, Head, Digital Initiatives, Ohio State University, and Wendy Robertson, Institutional Repository Librarian, University of Iowa, published an article that provides a brief history and overview of the many features of MarcEdit. The article, “A Beginners Guide to MarcEdit and Beyond the Editor: Advanced Tools and Techniques for Working with Metadata,” ([https://ir.uiowa.edu/cgi/viewcontent.cgi?article=1330&context=lib\\_pubs](https://ir.uiowa.edu/cgi/viewcontent.cgi?article=1330&context=lib_pubs)) is freely available on the University of Iowa’s Institutional Repository. In addition, a YouTube series titled NASIG MarcEdit 7 Webinar Parts (<https://www.youtube.com/playlist?list=PLrHRsJ91nVFSt8aCusOWnKvbE7iUwnuCM>) has been created to complement the NASIG workshop. The videos provide brief explanations and demonstrations of the new features and tools found in MarcEdit 7. Topics covered are XML/JSON Profile, Using MarcEdit’s Clustering Tools, and Using MarcEdit’s Linked Data functionality.

Terry Reese includes many helpful topics and issues on his MarcEdit Development (<https://marcedit.reeset.net/>) webpage. Here, in addition to Current News, one finds MarcEdit 7.0 downloads and logs of changes made for Windows (32 and 64-bit), MacOS, and Linux; Getting Help; MarcEdit FAQs; and Technical Details. Additional software downloads include MSI Cleaner, XSLT files, and Plug-in downloads to create check digits, help with OCLC functionality, and an Internet Archive to Hathi Trust plugin.

If you wish to become familiar with the new features of MarcEdit 7, Reese’s video tutorials are available on his YouTube channel, ([https://www.youtube.com/channel/UC7OLudoObYgiN\\_EmyDtZ\\_DQ](https://www.youtube.com/channel/UC7OLudoObYgiN_EmyDtZ_DQ)). A series of webinars facilitating the use of the basic MARC features is available as well.

MarcEdit Webinar 1: Working with MARC Data (<https://www.youtube.com/watch?v=R0EmWxP2geg>)

MarcEdit Webinar 2: Working with Non-MARC Data in MarcEdit (<https://www.youtube.com/watch?v=4zxXpk8WVS4>)

MarcEdit Webinar 3: RDA and Beyond (<https://www.youtube.com/watch?v=B4bZkxad-FM>)

MarcEdit Webinar 4: Working with the Marc Editor (<https://www.youtube.com/watch?v=mvjHoKCnoF4>)

MarcEdit Webinar 5: Scripting with MarcEdit (<https://www.youtube.com/watch?v=QBAhOHLY8M>)

One video I recommend has been posted by Reaching Across Illinois Library System (RAILS), <https://www.youtube.com/watch?v=YLkqeonzsBQ>. This clip was presented by Emily Dust Nimsakont while she was at Schmid Law Library, University of Nebraska, Lincoln College of Law. Although the video does not cover additions and changes made in the most recent update, the information presented is valid and useful.

The final YouTube video that I’ll mention is “Introducing MarcEdit 7—A Cataloger’s Best Friend” (<https://www.youtube.com/watch?v=MLKnh6H2ssw>). This is an entertaining piece written and performed by Jeff Edmunds as a tribute to MarcEdit 7. I hope this ode brings a smile to your face as you investigate MarcEdit and the many features available in this remarkable software.

### **RDA Toolkit update**

An American Library Association-sponsored webcast, “What’s next for RDA and the 3R Project,” was presented Friday, September 14, 2018. The presentation provided updates on development of the new version of the RDA Toolkit available at <https://beta.rdatoolkit.org>.

The presenters emphasized that changes to the beta toolkit scheduled for implementation September 26, 2018 were at least partially driven by user feedback. These enhancements include improvements to the HTML editor, improvements to search,



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updates to tools, and improvements to MARC mapping. The RDA Steering Committee plans to have the beta toolkit function in compliance with W3C accessibility guidelines by the end of the year.

In response to a “use case” for a way to cite to particular guidelines in RDA, citation numbers will be introduced. These will be six to eight digit numbers randomly associated with instructions. They will be “invisible” but searchable within the toolkit.

The presenters again emphasized consistency in structure across instructions; every element will be laid out in the same order. This “boilerplate” is a feature of the content management system used to edit the beta toolkit. Reusable components will enable more efficient updates and translations.

Since RDA is an implementation and extension of the IFLA LRM, the RSC is now able to resolve gaps and inconsistencies within the toolkit. The editors continue to add and adjust content on a regular basis, including 96 elements to be added as part of a new Appellation element and modeling of aggregates and serials within the framework of the IFLA LRM.

Navigation and utility should be enhanced by the addition of a “relationship matrix” and a graphical browser intended to show elements in context.

Workshop slides (<https://www.slideshare.net/ALATechSource/al-live-whats-next-for-rda-and-the-3r-project-september-2018>) and an archived recording (<https://bit.ly/2Q6ewbC>) of the session are available. The RDA Toolkit also has a YouTube Channel (<https://www.youtube.com/channel/UCd5pa3AoQlr17wESE9YHcnw>) with links to other presentations.

### **What’s up with identity management**

“The coverage of Identity Management work” (<http://hangingtogether.org/?p=6805>) by Karen Smith-Yoshimura, a recent post in OCLC’s *Hanging Together* blog, highlights developments in the probable shift in cataloging practice from “authority control” to “identity management.” To put it most simply, our efforts to differentiate creators and correctly correlate their output would shift from constructing a unique text string for each entity to associating the entity with a unique identifier in the form of a URI. Movement towards identity management specifically aligns with the PCC’s Strategic Direction 4: “Accelerate the movement toward ubiquitous identifier creation and identity management at the network level” (<https://www.loc.gov/aba/pcc/about/PCC-Strategic-Directions-2018-2021.pdf>, page 5).

The Program for Cooperative Cataloging’s ISNI Pilot (<https://wiki.duraspace.org/display/PCCISNI/PCC+ISNI+Pilot+Home>) represents one venue to explore the possibilities of identity management in the context of cataloging. Association of creators with URIs will ease the transition of bibliographic data into a BIBFRAME/linked data environment. The presentations (<https://www.loc.gov/aba/pcc/documents/PCC-Participants-Meeting-2018-Presentations.pptx>) given at the PCC Participant’s meeting at ALA Annual in New Orleans provide an overview of the project and examples of project participant’s experiences.

Identity management also has the potential to facilitate authority control in the context of journal literature and institutional repositories. “How should catalogers provide authority control for journal article authors? Name identifiers in the linked data world” (*Cataloging & Classification Quarterly* 54:8, p. 537-552 (2016) (<https://www.tandfonline.com/doi/full/10.1080/01639374.2016.1238429>)) examined the possibilities for using several sources of author identifiers available through international authority databases. ORCID recently invited feedback (<https://orcid.org/blog/2018/10/22/inviting-your-feedback-draft-recommendation-orcid-repositories>) on a draft recommendation for ORCID in repositories and is evaluating the use of identifiers for organizations (<https://orcid.org/blog/2018/09/25/next-steps-orcid-and-organization-identifiers>). A recent paper published by JISC (<https://scholarlycommunications.jiscinvolve.org/wp/2018/10/24/open-access-briefing-paper-the-potential-of-global-identifiers-to-support-more-efficient-workflows-for-all-kinds-of-oa/>) explores the potential of Persistent Identifiers to track scholarly work through the research life cycle, linking the work of researchers with institutions, funding, and publication. The focus of the paper is on OA workflows, but the use of PIDs should be applicable across both OA and paid publications.

## ***Information Technology***

### **LawArXiv One Year Anniversary Report**

It hardly seems like it’s been over a year since we posted about the launch of LawArXiv ([http://tslltechscans.blogspot.com/2017/05/open-access-legal-repository.html](http://tslltechscans.blogspot.com/2017/05/open-access-legal-research-repository.html)). LawArXiv now houses nearly 700 open access legal articles. The organization has published a One Year Anniversary Report ([https://issuu.com/cornelllawlib/docs/2018\\_lawarxiv\\_anniversary\\_report\\_\\_2?e=8265343/61840490](https://issuu.com/cornelllawlib/docs/2018_lawarxiv_anniversary_report__2?e=8265343/61840490)).

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Some of the highlights from the report:

- 89% of the submissions to the repository are from Cornell, one of the developers of the platform
- The majority of the submissions deal with intellectual property law
- A process for batch uploading of articles was developed in April 2018

Goals for the coming year included:

- Adding the ability for institutions to use their branding on their submissions
- Setting up subject-based email alerts
- Adding a data field for the institution of the article author

## ***Metadata***

### **Stanford Libraries Awarded Grant to Implement LD Environment**

The Andrew W. Mellon Foundation has awarded Stanford Libraries a \$4 million grant to lead an effort to integrate library data into the greater Web via Linked Data. Stanford will be partnering with Cornell, Harvard, and the University of Iowa to implement a prototype environment and tools over the next two years. A deliberate partnership with the Program for Cooperative Cataloging (PCC) and the Library of Congress has been included in the project, allowing for an expansion of the number of libraries that will be able to implement Linked Data.

More details can be found in the press release on *Library Technology Guides* at <https://librarytechnology.org/pr/23584>.

### **BIBFRAME Update Forum at the ALA Annual Conference 2018**

<https://www.loc.gov/bibframe/news/bibframe-update-an2018.html>

A BIBFRAME update forum was held at the 2018 ALA Annual Conference with presentations from institutions reporting on projects underway.

Jodi Williamschen, Library of Congress, gave an update on BIBFRAME Pilot 2.0. She reported that recent infrastructure improvements at LC have been made with the addition of servers and software updates. The BIBFRAME database, updated daily, contains over 17 million MARC records that have been converted to BIBFRAME Works.

A BIBFRAME 2.0 Implementation Register (<https://www.loc.gov/bibframe/implementation/register.html>) is available on the LC website. Located here is information about a project undertaken at the University of Illinois at Urbana-Champaign Library (UIUC) that focused on creating an interface and converting 7,829 Dublin Core items to BIBFRAME 2.0. A link is provided to the UIUC Bibframe search interface: <http://sif.library.illinois.edu/bibframe/search2.php>.

A presentation by Tiziana Possemato, Casalini Libri - @Cult, *From MARC to BIBFRAME in the SHARE-VDE project*, highlighted a collaborative linked data endeavor developed by Casalini Libri (European bibliographic and authority data provider) and @Cult (ILS and Discovery tool provider). Initial input for the project was received from sixteen North American Research Libraries.

Jeremy Nelson, Metadata & Systems Librarian at Colorado College and co-founder of Knowledgelinks.io, presented a model for using BIBFRAME in a multi-institutional project. The project, known as Plains to Peaks Collective, attempts to unite isolated digital collections located across Colorado and Wyoming into one platform.

Nathan Putnam, Director, Metadata Quality, OCLC, discussed the OCLC research process in converting approximately 11 million MARC records to BIBFRAME 2.0. Through the process, the team learned the importance of Work IDs and URI. OCLC remains committed to working with LC to support development of BIBFRAME.

For links to individual presentations and further information, see the BIBFRAME webpage at the Library of Congress website: <https://www.loc.gov/bibframe/news/bibframe-update-an2018.html>.

### Assumptions and Limits of DDDM

*Data is everything.* The DDDM mantra leads many to believe that data can inform all questions, and so long as data is collected, meaningful information can be gleaned from it. What this assumption fails to recognize is the nuance in what data can communicate and what it cannot. Studies of DDDM find that “[it] is not a straightforward process” (Ikemoto and Marsh 2007), and reliance on data exclusively fails to acknowledge the many ways people make sense of data. To illustrate this, let’s use electronic resource usage statistics as an example: A vendor may provide “document views” as a metric of value, but this doesn’t communicate *why* someone used a resource. The ability to collect data can be tremendously useful, but data isn’t everything; it takes time and patience to understand the data and its limits. Questioning the data can reveal its blind spots and can help avoid making costly mistakes.

*More data leads to better decision-making.* With the explosion of Big Data and the emphasis on data analysis, it is understandable to think that more data means better decisions. However, in practice it is easy to drown in data, allocate too much time and resources attempting to collect every possible metric, and allow the focus to be on the data and not the decision-making. In a study conducted by the RAND foundation, researchers found that, “Without the availability of high-quality data and perhaps technical assistance, data may become misinformation or lead to invalid inferences” (Marsh, Pane and Hamilton 2006). Instead, librarians may need to conduct a cost-benefit analysis of their data needs, collection methods, and usefulness to determine what works best given their resources, staff size, and expertise.

*A purely data-driven process is preferable, or superior to, the traditional decision-making process.* Implicit in the above assumptions is that all decisions benefit from being data-driven. In the same RAND study mentioned previously, the authors found that “certain types of decisions are more likely to be informed by data than others” (Marsh, Pane and Hamilton 2006). Librarians need to determine to what extent data is required to inform a particular decision. Similarly, outcomes of businesses who have implemented DDDM strategies show that “the broader knowledge and experience of leaders still outperforms purely data-driven approaches” (McElheran and Brynjolfsson 2016). Using DDDM balanced with traditional decision-making strategies can prove to be more effective than a purely data-driven process.

### How Do We Develop A Data-Driven Culture In Library Technical Services?

As we think about a data-driven organizational culture, consider perhaps defining the blend of DDDM and traditional decision-making as *data informed*. Data-informed decision making uses data as one of many valuable inputs, attempts to put the data in context, and allows us to gain insights from the behavior behind the data. Technical services librarians often are gate-keepers to many library metrics, considering we often have the expertise to tap into library programs, can reach out to vendors for statistics, and gather information about our library collections. So, how might technical services librarians advocate for and develop data-informed decisions?

- **Find and use high quality data.** Incorporating data strategically can help fill in the gaps of traditional decision-making but doesn’t replace it entirely.
- **Find people on your team who are data obsessed and let them help you.** You don’t have to be obsessed with data to be able to find it or use it.
- **Make data available to everyone.** Once you collect data, make it available and promote its availability to your team.
- **Foster an environment for hypothesis making and testing.** Cultivating the skill of questioning and testing data can help everyone see the data for what it is and recognize its limits.
- **Use story-telling, reframing, and metaphor to supplement data and define possibilities.** Using your insights can help put data in context and help those who despise data to understand its importance.
- **Promote decision-making transparency.** Share your decision-making strategies and encourage others to do the same. Lead by example and share insights with your team.
- **Celebrate both failures and successes.** Mistakes are inevitable and aren’t inherently bad; mistakes can be great opportunities for learning!

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## Emerging Leader Award

AALL is now accepting nominations for the Emerging Leader Award. This award recognizes newer members who have made significant contributions to the profession and have demonstrated the potential for leadership and continuing excellence.

Selection criteria includes:

- The nominee must be a member in good standing of AALL
- The nominee must be in his/her first 10 years of law library experience
- The nominee must not have previously received an Emerging Leader Award
- The nominee must have made a significant contribution to the Association and/or the profession.
- The nominee must have shown outstanding promise for continuing service and leadership. Specific examples of his/her continuing activities must be provided.

Self-nominations are accepted and encouraged.

The nomination deadline is February 1. Letters of recommendation can take some time to gather, and the holidays are approaching, so we encourage you to begin the process as soon as possible in order to meet the deadline.

More details on the award, including a link to the Nomination Form, can be found at <https://www.aallnet.org/community/recognition/awards-program/emerging-leader-award/>.

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