Happy New Year SANDALL!

Incorporate?
This summer I attended the AALL conference in Seattle, along with Vice President Shannon Malcolm and Past President Brent Bernau. Shannon and I attended the ‘Leadership Training’ sessions which were quite informative. One of the major questions I came away with was whether SANDALL should ‘officially’ become a non-profit corporation, (likely 501(c)(3)). I will be gathering information on this during the next year and presenting it to the SANDALL Board. If you have a strong opinion one way or the other, or have advice to give on this issue, please contact me.

Legislation, Advocacy and Policy . . .
I would like to increase awareness amongst SANDALL members of issues relating to legislation and government policy regarding information. As we all know, California was the second state in the nation to ratify UELMA, and it will go into effect in 2014. However, we all may not be as aware of other issues relating to libraries and information policy. Happily, we have the dedicated members of the Government Relations Committee keeping track of that for SANDALL (along with the AALL Government Relations Office). I’ve asked Chair Michele Jones and volunteer Chris Pickford to do a regular column in the newsletter to keep us informed and educated on these topics. The first column is in today’s newsletter on page _____

Events!
I’m very excited to report that Vice President Shannon Malcolm has already organized a number of events for this year, including our first brownbag and happy hour (Downtown) on Friday September 27, and the SANDALL Fall Workshop on October 25 at the University of San Diego. More details are within this issue. I’m looking forward to an active year of SANDALL events. One thing I would like to ask is for everyone to PLEASE MAKE SURE TO RSVP for all events! If you do not do so it can be difficult for organizers to plan appropriate meeting space and food/refreshments. Also, please ask before bringing a non-member guest to an event, especially if there is catering or refreshments involved. We love to meet new people, but this is mentioned as a courtesy to event organizers. If you are unsure about a particular event, please contact the organizer directly, or Shannon Malcolm.

Volunteers!
Our committees need new volunteers! This is a wonderful way to get to know your colleagues, add to your resume, and give back to your profession. Our Nominations and Social Responsibilities Committees are in particular need of volunteers. However, any committee would welcome a new face to lighten the load. You can view a list of committees and chairs via the SANDALL website: http://www.sandallnet.org/members-information/officers-committees, or feel free to contact me and I’ll put you in touch with the right person.
What’s Important to YOU?
As SANDALL President I’m interested in doing whatever I can to make this organization relevant and supportive to our membership. If there is anything you think we should be focusing on and it is not included above, please let me know (or any other member of the SANDALL Board).

Best wishes to all for the upcoming year.

Brownbag Kick-off: Coping with Budgetary Constraints (Happy Hour Afterward!)

Shannon Malcolm

I’ve been working hard to coordinate what I hope will be an engaging schedule of programming for the year, and the first event is about something I expect we can all relate to: shrinking or stagnant funds. We all know that rightly or wrongly our budgets are often some of the first to be targeted for downsizing when our organizations’ financial analysts are asked to trim costs. How do you justify your expenditures and demonstrate value? When reduced funding isn’t avoided, how do you decide what resources and services to keep and what to cut; what is essential and what is just nice to have? What are the best ways to negotiate with vendors, management, and colleagues to minimize political fallout? How can you identify and enroll the support of champions within your organization, to convince a dean, practice-lead, or trustee to go to bat for you when needed?

We’ve assembled an expert panel from diverse environments to share how they’ve confronted these kinds of questions and the lessons they’ve learned, followed by an interactive discussion with attendees. Please come and share your own experiences and concerns so we can all learn from each other.

- Leigh Inman (Acting Director of the Library and Technical Services & Acquisitions Librarian), Thomas Jefferson School of Law
- Janet Ligget (Assistant Director, Core Operations), San Diego Law Library
- Kevin Park (Librarian), Paul Hastings

Happy Hour: Immediately following the program we will convene at Bar Basic across the street for a happy hour, including complimentary appetizers and drink specials.

Details:
Location: The Thomas Jefferson School of Law is Located at 1155 Island Avenue in San Diego.*
Time: September 27, 2013, 4:00 P.M. – 5:00 P.M. (Program) | Approx. 5:00 P.M. – 6:30 P.M. (Happy Hour)

*Parking is plentiful and inexpensive at the Parkade. (Don’t worry, there’s no baseball game in town!)

Please RSVP to Shannon Malcolm
This session from the SLA 2013 Annual Conference was promoted as a fun and fast-paced overview of “what you may be missing on the Web” and it lived up to that description. The panel for this session consisted of John DiGilio, National Manager of Research Services for Reed Smith; Samuel Wiggins, Information Officer for Norton Rose LLP; and Gayle Lynn-Nelson from the LexisNexis Librarian Relations Group. The panel covered a large number of sites in a single session, and gave just enough information about each to allow attendees to decide which ones to explore later. The websites featured this year had a global theme and also represented a range of site categories such as Escape/Fun, Food, and Travel, and a few practical sites covering Reference, Learning, Technology and News. Here are a few of the notable sites introduced in this session:

**Escape/Fun.** We all can use some escape from the daily grind and these sites are good places to go for a laugh or some inspiration:

- [www.upworthy.com](http://www.upworthy.com) – a site featuring inspirational stories that are worth sharing.
- [www.hadonejob.com](http://www.hadonejob.com) – humorous site featuring mistakes made at work (warning: not always safe for viewing at the office!)
- [www.good.is](http://www.good.is) – a social network designed for idealists, presents information about problem solving that is going on at the grassroots level.
- [www.passiveaggressivenotes.com](http://www.passiveaggressivenotes.com) – a compilation of humorous notes written in frustration (warning: not always safe for viewing at the office!)

**News.** These sites may be of interest if you are looking for an alternative to Google Reader or for investigative reporting that is presented without bias:

- [www.feedly.com](http://www.feedly.com) – a site that prepares news feeds that you can customize and receive on your mobile phone.
- [www.whowhatwhy.com](http://www.whowhatwhy.com) – a site dedicated to investigative journalism without bias.
- [www.goodnoows.com](http://www.goodnoows.com) – another news aggregator that allows you to receive feeds based on your choice of topics and sources.

**Technology.** These sites will help you keep up with the latest innovations, and can help with purchasing decisions on a budget:

- [www.bgr.com](http://www.bgr.com) – this site provides information about mobile gadgets and breaking technology news.
- [www.thewirecutter.com](http://www.thewirecutter.com) – includes “best of” lists for gadgets, product reviews and recommendations for “good enough” products for tech buyers on a budget
- [www.techdirt.com](http://www.techdirt.com) – in addition to product information this site covers changes in government policy and legal issues related to technology.
- [www.dudeiwantthat.com](http://www.dudeiwantthat.com) – an irreverent site that scans the internet for information about interesting gadgets.

**Reference**

- [http://dp.la](http://dp.la) – the Digital Public Library of American includes content from libraries, archives, and museums representing all forms of expression. It is visually rich and its content is continuously expanding.
- [http://startpage.com](http://startpage.com) – this site allows you to do a Google search without having your personal information collected or shared.
- [www.accesstolaw.com](http://www.accesstolaw.com) – a gateway to legal sources around the world, covering mostly free sites and a few requiring subscriptions.
- [www.tineye.com](http://www.tineye.com) – this site uses a reverse image search engine to help you find the source of a picture, and whether there is a higher resolution version.

**Misc.** Here are a few more sites covering a variety of topics.

- [wwwworkflowy.com](http://wwwworkflowy.com) – a time management tool that allows you to make lists that are accessible on your mobile phone.
- [www.kidrex.com](http://www.kidrex.com) – a search engine designed by kids, for kids, that uses Google Custom search technology and searches only kid-safe sites.
- [www.conferencebites.com](http://www.conferencebites.com) – a site including highlights from conferences that you can use to track what’s going on in conferences related to your field of interest.

These are just a few of the interesting and useful sites covered in the “60 Sites in 60 Minutes” session. For the complete list of the sites see [http://www.slideshare.net/iBraryGuy/60-sites-in-60-minutes-sla-2013](http://www.slideshare.net/iBraryGuy/60-sites-in-60-minutes-sla-2013).
The State of Competitive Intelligence: Notes from Special Libraries Association (SLA) 2013

By Betsy Chessler, Morrison & Foerster LLP

June 9-11, 2013, San Diego

Sure, I’m a law librarian and I still pull case law and statutes. But I now also do a lot of research in the area of “competitive intelligence” (CI). I will thoroughly research a company, person, or industry and write a report. And in the process, I am asked to look around corners and foresee the future. I am not alone in working in this new research area. The competitive intelligence division of SLA (CID) had the highest membership growth of all SLA divisions last year. They also had a number of programs at this year’s annual conference in sunny San Diego, and I went to a half dozen of these sessions.

What did I learn? I learned that CI comes in many flavors. I learned that data points are meaningless unless you can sort and scrub them and recognize some patterns. I learned that there are seemingly endless frameworks to hang your CI data on, and most either contain a number or a name or both (like “Porter’s 5 Forces” or “Drucker 3”). I learned a lot of new acronyms (see box). I learned that 17 different U.S. government security agencies could use our CI skills, if we just learn the lingo (see that box again). I learned that we, as information professionals, have to develop confidence in our own ability to analyze and make predictions. We can do it and we are good at it. And I learned that sometimes you still have to pick up the phone.

Librarians as Intelligence Analysts
June 9, 2013. Speaker, Edna Reid, Intelligence Analyst, FBI
slides at: http://www.sla.org/wp-content/uploads/2013/05/LibrariansIntelligenceAnalysts_Reid.pdf

Key takeaways: There is a growing and continuing need for “intelligence analysts” post 9/11. Librarians have the skills to do the job, but we need to know the lingo. (see acronym box and Dr. Reid’s 2009 article Making the Transition – pages 40-47)

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Global Economic Outlook
June 9, 2013. Speaker: Leo Abruzzese, The Economist, Intelligence Unit

Key takeaways: Yes, there is reason for optimism for the global economy. The U.S. is slowly recovering and in the lead; the EU has passed its crisis point but is stagnating; China is still growing, but at a reduced rate; and non G7 countries are gaining ground. View the slides for a series of fascinating charts and statistics by a well-regarded economic authority.

Favorite CI Analytic Tools
June 10, 2013. Speakers: CI consultants from Digimind, Inc. and Aurora WDC
slides at: https://www.sla.org/wp-content/uploads/2013/05/CI-AnalyticToolsDeliverValue_Bernaiche.pdf

Confession time: I missed half this program because I was busily taking notes in the energy roundtable two doors down. When I did slip into this session, I joined a group already in the process of applying a few analytical tools to a hypothetical new product.
The assignment was to predict how a healthy fast food breakfast sandwich would fare in the marketplace. Analysis tools included “Porter’s Five Forces”, “Driving Forces” and “Competitor Response Model”. We sat around in a circle and did some thinking out loud about what’s currently offered, who’s offering it, and who the key players are. For example, it didn’t occur to me to think about celebrities or doctors who would endorse a healthy fast food breakfast sandwich, but their role is important too. Check out the slides for more information on these tools and helpful charts that you can use for your own brainstorming.

**Optimizing Your CI Collection: Where PubInt Meets HumINT**
June 10, 2013. Speaker: Ellen Naylor, The Business Intelligence Source

Ellen Naylor is an energetic woman who is not afraid to ask questions. She excels at HumINT (human intelligence), which means she is a master interviewer on the phone and in person. Before she conducts a conversation, however, she does her homework. She dives deeply into PubInt (publication intelligence), which is the research we librarians know so well: company websites, news sources, financials, patents, court cases, scholarly articles, social media, government and regulatory sources, and so on. Naylor described the process behind her 80 customer interviews in a recent project she handled for a client on multimeters. All of these interviews were cold calls and required “conversational intelligence” and “elicitation techniques”. Park your ego, center yourself, smile as you dial, and listen carefully. HumINT can yield deeper results than any other form of CI.

**Practitioner Picks: Best CI Techniques in Legal, Science and Finance**
June 11, 2013. Speakers from Aurora WDS, AIM, Morgan Stanley and Sutherland Asbill
slides at: [https://www.sla.org/wp-content/uploads/2013/05/BestCITechniques_Jackson.pdf](https://www.sla.org/wp-content/uploads/2013/05/BestCITechniques_Jackson.pdf)

There was a good crowd for this 7:30 a.m. session that covered CI tools in the finance, science and legal fields. We were urged to adopt a methodology for our research. It is fine to collect the data, but it goes nowhere without a framework. Alex Ilg of Morgan Stanley suggested Peter Drucker’s Three Questions and Bloom’s methodology. Barbara Wilson of AIM suggested the Star-Gate process developed by Robert Cooper. One method I thoroughly understood (finally!) was the good old Reference Interview, as taught in library school. One more important point: avoid a data dump. It is your job to summarize, synthesize and organize. Don’t make your client work to understand your results and your client will love you and come back for more.

**Go Beyond Google: Gathering Competitive Intelligence**
June 9, 2013. Speaker: Sean Campbell, Cascade Insights
slides at: [http://cascadeinsights.com/resources/](http://cascadeinsights.com/resources/)
I was particularly excited by Sean Campbell’s “Beyond Google” toolbox for mining information from social media, slidesdecks, and job sites. I have found great information on company employees via social media. LinkedIn continues to be my favorite resource, but Sean reminded us that there is a constant churn in online social media tools and we have to keep up. For example, Pinterest, a new image sharing site, is now marching into the top five of social media. We also need to be aware of what tools are popular where. LinkedIn may be the 11th most popular site in the U.S., but it is the 225th most popular site in China. Use the best tool for the job! Check out AppAppeal for usage statistics on 3,000 web apps. Read on for competitive intelligence tools you may not have thought of, or will now view in a new light.
tweets, as follows:

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<th>Tweet Deck</th>
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<th>TweekReach</th>
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<td>Let’s you follow tweets by hash tag (ex: #SLA2013), by users, and by keywords.</td>
<td>Product similar to TweetDeck.</td>
<td>Tells you what hashtags are popular.</td>
<td>Track popular tweeters by number of followers, geographic location, etc. Can view bios.</td>
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<td>Twitter Lists</td>
<td>MentionMap</td>
<td>Other Twitter mining sites: TweetFeel, Twiangulate, SocialMention, TwitterCounter</td>
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**Slideshare**

Why did LinkedIn buy Slideshare, when it rarely buys anything? It was because Slideshare was receiving 9 million hits monthly. Slideshare is home to publically posted slide presentations filled with valuable corporate and marketing information that offers insight, analysis, surveys and study results that you often can’t get anywhere else. Many companies use slide decks as their default communication tool, so it makes sense to have a look. As one example, Amazon has over 600 slide decks posted on Slideshare! You may not have to buy an expensive Gartner report if you can find something on Slideshare.

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**LinkedIn**

LinkedIn is the world’s best B2B (business to business) intelligence tool. Information is fairly current, and while there may be some title inflation, it is generally accurate in terms of individual profiles. And, as an added CI bonus, people often reveal business goals, sales figures and inside terms, or as the speaker put it, “people stay stupid stuff on LinkedIn”. LinkedIn can be used in conjunction with general information on the company, gleaned from sources like Hoovers and CapitalIQ, to dig deeper.

For example, LinkedIn would give you a sense of how many sales people work for Amazon in Singapore, something you can’t pull from the company’s annual report.

You can also use LinkedIn as a focus group of sorts. Many groups and industries have an online presence on LinkedIn because free and easy. Find someone big in the industry you’re investigating, and then see what groups he or she has joined. As an example, Target employees belong to “The Break Room”, and “Café Pharma” is populated by all kinds of pharmaceutical company employees.

One last tip: connect to a politician or recruiter on LinkedIn and you will be connected to nearly everyone, and consider joining as many LinkedIn groups as you can (the limit is 50).
Google+ and other Google tools

You can’t laugh about Google+ anymore now that it contains over 31 million profiles. And unlike, LinkedIn, you don’t have to connected to someone to view their profile. Google+ does algorithms better than anyone and has great statistics. (Check out Google Ripples.) See who shared posts over time.

GoogleTrends shows you what keywords on Google are searched most. For example, by using GoogleTrends you can see the interest (or lack thereof) in Windows8, Windows Vista, and Windows XP. It can be a convenient and meaningful way to track products and spot trends, as Google captures 70% of all search traffic. GoogleTrends now features Top Charts, which breaks down popular searches by assorted categories. Along with athletes, actors, and dog breeds, Google is tracking interest in financial institutions, energy companies and software technologies. But you can also just plug in your own terms and see interest in those terms from 2005 forward. (Look at the graphs for Microsoft and Apple and you’ll see a distinct difference in direction!)

And don’t forget your filetype: search on Google. For example, search filetype:ppt [company name] to locate slide decks that reference the company you are interested in.

Pinterest

Pinterest, a collection of user contributed visual images, is now marching into the Top 5 of social media. All the top 100 brands are on Pinterest, and there are 79,000 postings for Starbucks. PinAlerts service allows you to receive email alerts when images from your selected Pinterest sites are freshly posted.

Job search sites

Glassdoor has anonymous employee reviews and salaries for over 250,000 companies. Most mid-sized companies and up are well represented.

Indeed bills itself as the one stop search for all jobs. Use this tool to track product names that pop up in job postings to give you a sense of what software is being used. You can also do an advanced resume search and spot job trends.

Two other sources worth mentioning: Naukri, India’s #1 job site and TwitJobSearch, which allows you to search all the jobs posted on Twitter.
Energy Resources: SLA 2013, by Betsy Chessler, Morrison & Foerster LLP

Source: http://www.whitehouse.gov/blog_post/serious_about_energy_independence

Energy Resources Roundtable: FREE Energy Resources

June 10, 2013

Speaker: David Brackus, Jefferies & Company Inc.

As a librarian, there’s nothing sweeter than an annotated bibliography listing free resources. Here are some highlights of those resources.

Let’s start with the federal government. The big elephant is, of course, the Department of Energy (DOE). Their Energy Information Administration will respond within 3 days to questions submitted via email. (Budget cuts forced the closure of their phone service.) They also publish excellent annual energy outlook reports on US energy supply, demand and prices. And the DOE’s National Renewable Energy Laboratory publishes a Renewable Energy Data Book every year.

In addition to the DOE, the Federal government has several bureaus and commissions that keep their hands in the energy field. After the 2010 Deepwater Horizon oil spill, the government reorganized into the Bureau of Safety and Environmental Enforcement (BSEE) and Bureau of Ocean Energy Management (BOEM). Both track wells in the U.S. Gulf of Mexico. The Federal Energy Regulatory Commission (FERC) continues to regulate interstate national gas pipelines.

British Petroleum publishes the BP Statistical Review of World Energy, which provides high level stats on both renewable and traditional energy, and is updated every June.

Baker Hughes Rig Count and Rigzone Rig Data Center focus on tracking rigs in Canada, the U.S. and offshore locations. Did you know it costs between $95,000 and $470,000 per *day* to drill wells? One well site took 17 years to develop.

Several industry trade groups publish reports on oil and gas production. In the U.S., that includes the American Fuel and Petrochemical Manufacturers (AFPM) and Independent Petroleum Association of America (IPAA). Outside the U.S., take a look at the International Group of Liquefied Natural Gas Importers (based in France, http://www.gligln.org), the International Energy Agency (also in France), the Canadian Association of Petroleum Producers (CAPP), Petroleos Mexicanos (PEMEX) (Mexico), and last, but not least, the Organization of the Petroleum Exporting Countries (OPEC). OPEC publishes a yearly World Oil Outlook and Annual Statistical Bulletin.
Need some oil and gas literature? Search OnePetro, a free online search engine for technical oil and gas literature. The search is free, but the articles cost about $25 each. Or visit the Dallas Public Library. The central public library for Dallas features the Hamon Oil and Gas Resource Center. And for oilfield terms, consult the Schlumberger Oilfield glossary.

Source: http://www.cnn.com/2008/TECH/science/04/01/algae.oil/

Biofuels – Past, Present, Future
(alternate title: everything you ever wanted to know about algae)

June 11, 2013

Speaker: Stephen Mayfield, Ph.D., co-founder of Sapphire Energy and currently director of UCSD’s Center for Algae Biotechnology. (http://algae.ucsd.edu)

Sure, electric cars are cool, and who doesn’t want a solar panel on their roof? But perhaps the best future for renewable energy lies with the lowly algae plant. Algae are the world’s best photosynthesizer and are capable of yielding 5,000 gallons of fuel per acre. That is many magnitudes better than corn, canola, mustard, safflower, jatropha, and other crops. And there are endless varieties of algae, with over 3 million species. Some grow in saltwater; some grow in acidic pits. Mayfield envisions algae as the new “it” crop of the 21st century. He claims you can use every bit of the algae crop too. The bulk of the crop can be converted into biofuel that can be used just like regular gasoline. Some can be converted into food. (Is it tasty? No. Will livestock eat it? Yes.) It also has medical uses, such as artificial colostrums for pigs, production of toxins that can be attached to antibodies for targeted killing of cancer cells, and for vaccine production. Algae may also be used for industrial enzymes.

It sounds so good, you just might want to run out and open your own algae farm. So, what’s the problem? The challenge is the cost. The hope is to drive the cost of producing a gallon of algae fuel from $21 a gallon to less than $3 a gallon by 2018. Mayfield has his sights on $6 a gallon by 2014.

Mayfield doubts that shale oil (now being harvested via “fracking”) is the new godsend of energy independence. He says the supply is inflated right now because so much drilling is being done, but reserves are limited and we are all sticking our heads in the sand if we think we can rely on shale oil as a source of continuing fuel. (He cites http://shalebubble.org). He thinks algae can provide the best answer for energy independence if we can scale production, improve efficiencies, and keep the process simple and cheap. Mayfield is optimistic that economic viability is just around the corner.
From the Government Relations Committee:

As SANDALL is to the AALL so the Government Relations Committee is to the Government Relations Office of AALL. The Government Relations Office keeps us abreast of the important issues going on in Washington that impact the Law Libraries & Libraries in general. They also are advocates to Congress, generally in support of transparency of Government information and protection of individual privacy. As they keep us informed we shall endeavor to keep you informed.

Beginning in October of last year, our own Elizabeth Holland, Public Policy Associate with the American Association of Law Libraries, sent out a series of Advocacy Tips to all the various Government Relations Committees from the Government Relations Office.

This is pretty interesting and helpful stuff and so I am passing it along to all of you via the SANDALL Newsletter.

Tip #1: Collect stories, statistics, anecdotes from your library and patrons. By recording these personal accounts, you’ll have evidence prepared that will prove crucial in making your case when an issue arises. The better a storyteller you are, the better a political advocate you’ll be!

Tip #2: Members of Congress frequently hold town hall meetings with their constituents when they’re back in their home states and districts. Check the “news” or “events” section of your Senators’ and Representative’s websites or sign up for their e-newsletter to get announcements about upcoming events. Then, show up with well-researched, well-rehearsed talking points and raise your hand!

Tip #3: Did your district or state elect new members of Congress last night? If so, it’s time to get to know them! Do they have a JD? Have they stated their freshman year priorities? Learning this simple information now will help you to advocate in the new Congress come January.

Tip #4: It can be tricky to keep track of the ever-changing Congressional schedule, particularly in a lame duck session like this one. Want to know where to look for Congress’s latest to-do list? The Library of Congress rounds up these Congressional calendars of floor and legislative schedules. You can also subscribe to the Office of Democratic Whip Steny Hoyer’s Daily Whip, as well as weekly and nightly newsletters, to track progress in the House. Last but not least, several online news sites like Politico, The Hill, and Roll Call can also provide great summaries to help you figure out upcoming votes, breaks, and bills.

Tip #5: In the spirit of Thanksgiving, remember to give thanks! Following a meeting with your member of Congress or his/her staff, be sure to send a note or email to thank each person you met. If your member voted in favor of your position on an issue, you can also call the office to say thanks. Thank you notes take little time but can be an important step in maintaining a relationship with a policymaker’s office.

Tip #6: When legislation is fast-moving, it’s best to call to your member of Congress’s office in Washington, D.C. Unlike emails, phone calls are received instantaneously and can have a greater impact on urgent issues; offices usually tally the number of calls they receive on a particular issue or position each day. The staffer you speak with may be unfamiliar with your issues, so focus on one or two key points. To find your Senators’ and Representative’s phone numbers, you can check their websites or AALL’s Legislative Action Center, or call the Capitol Switchboard at (202) 224-3121. Ask for the member of Congress you are trying to reach by name and state, and you will be connected to the appropriate office.

Tip #7: Our tools are here to help! The AALL Legislative Action Center does more than provide sample email messages to your members of Congress. You can use the site to easily find which committees your members serve on, their educational and political experience, contact information for their DC and district offices, and demographic information about Congress.

Tip #8: Always identify yourself as a constituent, whether you’re writing, calling or meeting with your member of Congress or publishing a piece in the news. Legislators care about the 51% that elected them and prioritize their constituents opinions!
Programming Planner (2013-2014)

Mark your calendars for the coming year’s programs. See the dedicated story on page 2 of this newsletter for details the first brownbag event and happy hour, and watch the newsletter, our Website, and your e-mail for details about other events as they draw closer. Please don’t hesitate to write me with suggestions about locations, topics, and times for future events at smalcolm@qualcomm.com. I look forward to seeing you at our events this year.

**Confirmed**

**September 27, 2013 (Friday) | Thomas Jefferson School of Law & Bar Basic | 4:00 p.m. – 6:30 p.m.**

**Panel Discussion & Happy-Hour Reception:** Our kick-off event for the season. **Leigh Inman** of Thomas Jefferson School of Law, **Janet Liggett** of the San Diego County Public Law Library, and **Kevin Park** of Paul Hastings LLP will lead a discussion about coping with financial constraints, followed by a happy-hour reception at Bar Basic.

**October 25, 2013 (Friday) | University of San Diego | 12:00 p.m. – 5:00 p.m.**

**Annual Fall Workshop:** The annual Fall Workshop, in late October, is a half-day opportunity for continuing education. This year’s workshop will focus on using technology for disintermediated learning: **Michael Saint-Onge** of Lexis-Nexis will discuss techniques for successful teaching and training via Webinars and **Jane Larrington**, **Judith Lihosit**, and **Anna Russell** of the University of San Diego will lead a hands-on experience creating videos to enable time-shifted learning.

**December 4, 2013 | Location TBD | 5:30 p.m. – 8:30 p.m.**

**Annual Holiday Party:** Always well-attended, our annual holiday party is a chance to network with the membership in a relaxed atmosphere.

**Tentative**

**March 7, 2014 | Location TBD | 4:00 p.m. – 6:30 p.m.**

**Presentation & Happy-Hour Reception:** Scott Brown, author of Social Information: Gaining Competitive & Business Advantage Using Social Media Tools will speak, followed by a happy hour reception at a location TBD.

**May 17, 2014 | Location TBD | 12:00 p.m. – 3:00 p.m.**

**Annual Spring Social:** A chance to network & celebrate the arrival of summer.

By Michele A. Lucero, LAC Group, Director Client Development

The Diversity Symposium offered an overview of how affirmative action and multi-cultural studies affect diversity in the professional world. The Symposium began with Ulysses N. Jaen, Ave Maria School of Law Library’s Head of Public Services, discussing how the need for diversity continues to be an element that the legal profession and library schools struggle with – with low numbers of diverse individuals within the profession. We have resources such as mentoring, scholarships, affirmative action, and ethnic studies, which help raise awareness but are not the definitive solution. Many people have differing viewpoints and ideas on what diversity is, with even the legal system focusing on the issue.

All eyes were on the expected U.S. Supreme Court decision in Fisher V. University of Texas that could eliminate the use of race-conscious admissions policies. On June 24, 2013, the U.S. Supreme Court determined that the Fifth Circuit Court of Appeals failed to apply strict scrutiny in its decision affirming the admissions policy. The decision was vacated, and the case remanded. Jaen highlighted another case, Schuette v. Coalition to Defend Affirmative Action, set for argument on October 15, 2013. The issue in this case is whether a state violates the Equal Protection Clause by amending its constitution to prohibit race- and sex-based discrimination or preferential treatment in public-university admissions decisions. Be on the look out to see what is decided in this issue.

Next, the Diversity Symposium transitioned to discuss a very controversial topic in the Tucson Unified School District – the ending of its Mexican American Studies programs in order to comply with a 2010 Arizona law banning the use of books that teach "anti-American" values. Panelists and experts, Richard Delgado and wife Jean Stefanic both of the University of Alabama School of Law discussed their perspectives on how ethnic literature and history help students to develop into intelligent professionals with an understanding of America’s unique history. In 1997, the school started a Hispanic Studies program and in 2002 renamed it Mexican-American Raza studies. The drop out rate was over 50% for Mexican Americans before the implementation of the program.

As Delgado explained, the Arizona law targeted school children to learn English-only, “American” values. There has been a significant amount of litigation in the area of rights of children in schools. Many laws look at these issues from Brown vs. Board of Education, but a new issue has emerged. What are the rights of children to learn about one’s own history and culture? In Arizona, the state saw this as a threat to American values. Once the Mexican-American Raza program was in place, the graduation rate went from 50% to 90% – an astounding increase. Textbooks were even banned in these schools because of the supposed content that they taught. The local community picketed and lawsuits were filed. Several of the banned books included Cisneros, Shakespeare and “Occupied America.” The Latino community as Stefanic explained was in an uproar because the program was in existence for 11 years and produced high graduation rates, and high levels of admittance with many of the students going on to college which was highly unlikely before. The early lawsuits touched on many issues including freedom of expression, the right to pursue national unity, and a minority’s right to understand history.

Delgado explained that opponents of the ethnic studies program said it was damaging school children because of its “negative” content and that its widespread discrimination of the Southwest. Children want to learn more, but do not have the opportunity or come from very poor and greatly oppressed homes where they may not even be able to go to college. Minorities live in small rundown homes with most parents, if any parental figures, in menial jobs. Arizona authorities were worried about the culture of “American values” and that the ethnic studies made it harder to teach these values. The Arizona authorities aimed to curtail Latino participation at all. Higher grades and increased graduation rates wouldn’t stop them. The Latino school children in the Mexican-American Raza program were eager to learn and now had a reason to study and learn.

The Diversity Symposium shifted to add a perspective by Theresa Cooper, Chief Diversity Officer of Perkins Coie, to discuss the “pipeline” of future professionals and how diversity in education affects diversity in the legal working world. Cooper confirmed
that diversity is underrepresented in law. We need to rethink – instigate us to think about what we can do. Back to 1976, with the Bakke case affirmative action was viewed as a bad work. Diversity was not in the language yet. All eyes were on African Americans in classes. Years later, diversity in law schools is present. Diversity was an inheritance of Bakke. According to Cooper, there has been a shift from acquired diversity; meaning it is who you are being diverse. Diversity is change management. When there is diversity in the classroom, education is inadvertently better. Faculty has said that there is a direct impact on learning when diversity is present in the classroom. We can see how diversity in our law has shaped the Bar. Diversity is essential for international diplomacy. As our world has become global, corporations cannot survive without the appreciation of diversity. The only way our humanity will survive is with diversity.

FROM THE SANDALL BUDDIES PROGRAM:

Know a library school student interested in law librarianship? Want to mentor someone interested in law librarianship? Just want to have some really great pancakes? Come one, come all, to our combined B3 and SANDALL Buddies monthly brunch. Save the date, spread the word, and come on by.

Join us for our SANDALL Buddies kick-off event of 2013-2014!

Come have a hearty brunch at Studio Diner and meet people interested in law librarianship. SANDALL Buddies pairs library students, new librarians, and other types of librarians who are interested in the field of law librarianship with experienced law librarians. It’s fun and you get the inside view from those in the know. Even if you can’t participate in SANDALL Buddies this year, come anyway. We promise good food and good company.

When: Saturday, September 21, 2013, 10 a.m.
Where: Studio Diner 4701 Ruffin Road, San Diego, CA 92123, (858)715-6400
RSVP to Betsy Chessler at bchessler@mofo.com

What is SANDALL Buddies?

SANDALL Buddies is the San Diego Area Law Libraries Association’s (a chapter of the American Association of Law Libraries) mentoring program launched in 2010 that pairs professional law librarians with library students, new librarians and other information professionals who are interested in the field of law librarianship. The program goal is to encourage and support mentees by providing real world information, advice and access to networks that are sometimes unavailable to those starting out in this field. More information at: http://www.sandallnet.org/sandall-buddies

Co-chairs, 2013-2014: Betsy Chessler and Carol Hyne
What are the seismic shifts that have so altered the outlook of law firms? They include excess capacity and declining demand, untenable fee arrangements, and lack of innovation. But the post-recession economy can also be an opportunity for those firms that recognize the shift and work smarter.

Excess Capacity

Nationwide, a quarter million JDs will be minted over the next ten years who will not have jobs waiting. Employment of attorneys is down 5% from 2007 according to the Bureau of Labor Statistics. In 2002, there were 7,558 summer associates. In 2012, there were just 3,661 summer associates, about a 51% decline.

Of every other postwar recession, employment recovered within 2 years, but not this recession.

An Altman Weil survey of law firm leaders seems to indicate a permanent change – especially for more outsourcing. And revenue per lawyer, a statistic that is hard to alter, has been trending downward since 2007.

According to a Thomson Reuters Peer Monitor 1Q 2013 report, all practice groups are suffering, especially litigation. Billing is higher than collection and trending downward since 2004. For every dollar, the client knocks 16 cents off the bill. Clients are trying to tell us something.

Post-recession, profits are all over the place for law firms. Those making a profit are doing so because of good leadership, according to MacEwan.
Suicidal pricing

Industries with excess capacity often fall into the trap of discounting their rates. Airlines are a prime example of this practice. But discounts can be suicidal, especially for law firms. Consider that two-thirds of every dollar is spent on overhead in a law firm. If you give a 10% discount, then you see a 30% drop in profit. So law firms can’t casually discount rates.

In addition, clients are pushing back. They are refusing rate increases, micro analyzing bills, and refusing to pay for work by first and second year associates. In-house counsel is now “disaggregating.” That means that low risk and easy work never goes to an outside legal firm. Only at a certain point do they require high-end expensive legal expertise and then go to outside counsel. And McEwan predicts that corporate counsel will never go back to the old system.

A changing model of advancement and real estate

The new model for attorneys has widened from associate/partner to part time, contract, of counsel, commuter, and so on. From 2001 to 2010, associates in AmLaw100 firms have dropped from 85% to 73%. And equity partners increased from 7-11%, along with “Of Counsel” and other types of attorneys. Yesterday, career progression was pyramid shaped, and now it’s looking more like a diamond. Could law firms evolve into a porous cloud that adds and contracts as work is needed?

And what happens when firms move? Offices of partners and associates shrink and offices approach something closer to parity. Libraries are turned into a coffee room. The digital world takes precedence now.

Billable hours and AFA (Alternate Fee Agreements)

Billable hours are something clients find distasteful because it can lead to surprise bills and encourages inefficiencies and padding. AFAs encourage efficiency and associates can “shadow” a project easily. But lawyers hesitate to use alternate fee agreements. However, AFAs can surpass or equal the billable hour in firms that are proactive. It requires project management, which can be complicated but it is not mysterious.

Competition and complexity

Law firms DO have competition and it is not just other law firms! There are substitutes for your services. Once clients go to substitutes and like the substitutes, they are not going back. In our field, that’s LPOs (legal process outsourcing). LPOs like Novus Law are moving up the food chain. One LPO CEO said, “For every dollar in revenue I gain, Big Law loses $3.” A managing partner of an Am Law 40 firm said “what used to take a dozen associates now takes four.”

In addition, McKinsey estimates that a law firm is five times more complex than other huge enterprises in terms of management. Law firms need *professional* managers: COO, CFO, CIO, CKO, CMO, HR, etc. A JD is not required!

Law firms are indistinguishable for the most part. In the rest of the corporate world, companies strive for something called a “Unique Strategic Proposition” (USP). The USP is what distinguishes one company from another, making it distinctive, compelling and credible. A USP is not corporate culture! Skadden is one law firm that has USP, with the tagline: “a leader among law firms.”
**Innovation-challenged law firm culture/leadership**

Bruce MacEwan is concerned that a lot of firms are unwilling to change how they do business. That can have serious repercussions. You only have to look to the rest of the business world for example of what happens when a company does not keep a competitive edge. Examples of complacency in action:

Western Union turned down Alexander Graham Bell’s telephone patent. Kodak invented digital photography and filed a patent in the 1960s, but didn’t pursue it. DEC’s founder dismissed the concept of personal computers. Two-thirds of Fortune 30 companies will fall off the list in a 20 year period. In short, complacency cannot be an option.

**Law firm models**

There are a variety of law firm models, from boutique firms that specialize in only one type of law (a “durable model,” according to MacEwan), to massive global law firms (“top of the law firm food chain,” according to MacEwan). In between is the “hollow middle” of full service one-size-fits-all national or regional firms that MacEwan feels are an endangered species. Law firms need to carefully consider their position in the law firm firmament against the needs of the customers.

**Lawyer psychology**

As a group, attorneys are extraordinarily skeptical, autonomous, and have a high degree of “urgency” (need to finish quickly). Lawyers don’t take failures and setbacks well; they are not resilient. Attorneys rank low on “sociability.” That is, they are not willing to open up and discuss anything that is personal. Attorneys are also typically averse to innovation and change.

Winston Churchill says an optimist sees the opportunity in every difficulty. Attorneys see the reverse.

How to counter this psychology? Give your firm permission to innovate and allow failure. Why don’t law firms have Research & Development budgets? That allows you to make mistakes and learn from it! If companies grow, then stabilize, but don’t innovate at their peak, they will die. Let’s not let law firms be on the wrong side of the curve.

**Reasons to hope for growth**

Capitalism destroys at the same time it creates. That’s the time we live in now. The market is on our side if we rethink our value. The wind is at our back because our skills are needed. New opportunities, such as interpreting increasingly complex federal regulations, or building new business models, are there for entrepreneurial law firms to take.
Lean Up! Finding and Seizing Opportunities for Growth
Summary by Betsy Chessler, Morrison & Foerster LLP

Private Law Librarian (PLL) Summit, July 2013

Panelists:
Jean O’Grady, Lawyer, Librarian, Knowledge Strategist, DLA Piper
Victoria “Vicki” Pynchon, writer for Forbes, attorney, mediator (has never been a law librarian)
Bill Scarbrough, Chief Operating Officer, Bodman PLC
Bob Oakes, Chief Library and Records Officer, Latham & Watkins

How do you get the attention of the C suite?

The Pink Collar Elephant in the Room

Jean O’Grady: The room is full of women and we need to discuss the pink collar nature of our job. Is it the reason we are not in the C suite. Librarians are extremely well educated and have introduced innovations like KM and Internet access! Often our innovations were given to others and they went on to the C suite.

A library degree is the only degree that you combine with a law degree that will make your salary go down. She has a MLS and JD, millions in budget, a 30 member staff and manages 3 departments. But the male Director of Computer Applications who had none of that, had a higher salary.

Law librarians have had their books taken away from them and technological threats, like Google, are impinging. Plus, the term “librarian” has baggage and stereotypes. When Jean O’Grady was in college, the New York Times advertised jobs in “male” and “female” sections. Librarians were in the “female” section (of course). Law librarians can trace themselves back to the 1930s and other “support” roles came later (IT 1970s, etc.). The law firm C suite is 64% male and 36% female. If we do not define ourselves in new ways, we will become obsolete.

We are still thought of as clerical, and we have to jettison that. Our core services are management of research services, research, and research training. Librarians are terrified to do analysis, but we are totally capable of doing that and should. Change from being passive to proactive and go into the attorney’s office and figure out what is needed. Do it now before it’s too late.

Reframing Law Librarian Careers: Re-anchoring Promotion and Pay

Vicki Pynchon: Most of us think that gender pay bias is gone, old history. Not so. One male partner was overheard recently saying, “I love my women lawyers because they never ask for a raise.” Wow.

This is no one’s fault. Men are not plotting women’s downfall. Gender bias is a historical legacy, based on 20,000 years of history. Women have had 40 years of “liberation.” In nearly every sector, women are in less than 20% of leadership roles. But this is not a downer; we’ve made huge strides. There are plenty of women in the pipeline, but there is no Amlaw100 (or 200) firm that has a women at the top. That’s crazy.

Why do women do better in school? Because they are good at following the rules. A man would say, “When I want something, I don’t need a genie, I ask for it.” A woman might say, “Flexibility is more important than money.” Why doesn’t she ask for the same money if delivering the same product? A man might say, “I want to retire and make more money.” Men ask the impossible and get it. Ask women what their superpower is. One woman could take and pass multiple bar exams but wasn’t getting paid for it. Why? What can you do without getting punished for it? Do it.

Find out where the power in your firm lies. And promote yourself. Don’t just say you want to “just do your job.”
**Bias persists**

Identical resumes that only differ by gender or “obvious” African American names also differ in call back rates and salary. Resumes with African American names had a 50% gap in call back rates, and a 13% salary offer gap in academics if name is female!! This isn’t intentional, but it’s there.

Vicki Pynchon has coached women to go past their comfort zone, and her clients have gotten 20-43% raises. Women have been taught to hold the world together and smooth out relations. If women are given civil rights, war decreases. If men marry women, crime decreases.

How you frame what you do influences how people see your role. The library is so mid-20th century. 90% of top tech executives in a 2012 ALM survey earn $200K, and associates make more than library directors. Why?

Women are happy with their income because they compare their income with their girlfriends’ income and are *grateful* for the little we make. Guess what? You can be rich and happy. Raise the bar. Don’t be Sandra Day O’Connor and ask for too little in your speaker fees. Anchor yourself at a higher rate.

**Moving into the C-Suite**

Librarians *can* move into chief executive roles. Bob Oaks is Chief Library and Records Officer at Latham Watkins. Bill Scarbough is now Chief Operating Officer at Bodman PLC, after working at Kirkland Ellis, Baker and MacKenzie, and Barres and Thornburg.

What do Bob Oaks and Bill Scarbough have in common? [Besides both being white men? A fact not commented on directly, but certainly on the minds of the predominantly female audience.] They saw opportunities and “problems” and took advantage of them and were fearless about jumping in.

How do you make yourself visibly valuable? Bill Scarbourgh said you have to be comfortable with expenses and dollars – be one in favor of throwing away books – be one supporting online resource even though it will be a bear to implement – suggest moving forward so that partner pushes back or resists. A great place to be is to have partner pushing back, according to Scarbourgh. Bill Scarbough says he is quietly aggressive, even though he is mild mannered. An introverted personality does not need to hold you back.

Bob Oaks concurred. He says management expects the library to downsize – don’t fight it. The library of the future at Latham is downsized 60% and is dominated by a 58” big screen TV that displays information posted by librarians. The digital library is fully loaded and has “wow” factor and yes, he had to give up a lot to get there. Bob Oaks says his personality profile is caring and helpful. He is not aggressive, but he emphasized you can progress and still be nice. “Librarian personalities” (if we may use that term) can advance. The librarian’s biggest skill is analysis and research, so find out where that has the biggest impact. Librarians have the perfect profile for managing people. Be willing to say, “I can do that,” even when you’ve never done it before.

**Last thoughts**

Vicki Pynchon: Women need to consciously build alliances, and it’s more difficult because “we don’t pee” next to movers and shakers. You need to align your mission with people in power. You don’t need to change your personality. Establish authority by blogging and then you don’t have to get an MBA! Ask to write for the firm blog.

Jean O’Grady: We tend to talk to ourselves. Step outside AALL! You can’t get to the C suite without getting outside our profession. Number one opportunity in law firms is now “pricing officer”!! Jean didn’t get permission from her firm to start her blog. She made it clear that it was her opinion in the blog.
Changing Perceptions: Selling Your Role as a Strategic Partner

Summary by Betsy Chessler, Morrison & Foerster LLP

PLL Summit 2013, Seattle, WA, July 13, 2013

Speaker: Sally R. Phillips, Esq. Consultant, Legal & HR Strategies

Sally Phillips is a former employment attorney at Paul Hastings and has held C-level executive positions.

First Impressions Count

If you look at this sentence and count the number of times the letter “f” appears, and you have only a few seconds to do it, will you get it right? When our group was asked to do so, most of us got it wrong. I looked at only the “substantive” words, forgetting about that little word “if.” According to Sally Phillips, our first impressions take a quarter of a second, are 80% visual, and, rightly or wrongly, are treated as reality. We need to pay attention to initial perceptions, because even if they are inaccurate, they are extremely important.

Your personal brand

Just say know™ - Bryan Cave tagline

We feel we know what Oprah or Donald Trump or Martha Stewart or Tom Cruise are like, even when we’ve never met them. They provoke strong opinions. Law firm librarians, on the other hand, leave little to no impressions on their superiors. According to an informal poll by Sally Phillips, partners had no impression of law firm librarians, because “they don’t deal with them.” Associates “love them,” but were vague about what they did. Only a few associates could say something specific, like “they are great, low cost researchers”. We need to be proactive in developing our “first impression” and “personal brand.”

What is a personal brand? It is a direct reflection of you as a person and is determined by everything you do. It is your reputation. A good personal brand is authentic, consistent, and evokes strong emotions. A personal brand should also communicate your ability to deliver results. You need to be comfortable with your personal brand or it won’t stick.

Ask yourself how others see you and then what you want to be known for and what you want to accomplish. Zero in on your “sweet spot”, that area of work you do that you not only enjoy, but is easy for you to do with zero aggravation. Then be prepared to promote yourself (and/or your department) in 60 seconds or less.
Are you a research life saver? Are you a time saving, reliable problem solver? Are you mission critical? Will you save the firm money and aggravation? Be careful to not make assumptions. What you are known for and what you can accomplish may be two entirely different things. Identify not just your perceived value, but your dollar value to the firm.

Sally Phillips led us in brainstorming to identify the top seven things law librarians do to be of true value to our firms. When we’d come up with those first seven, she urged us to come up with an additional seven items, and then pushed us for another seven. Why the three step process? Because we start with the obvious, and don’t really begin thinking creatively until we persist past the obvious.

**Homework:**

**Part A**
1. Name the top 7 things you do to be of true value to your employer. Then name 7 more, then 7 more.
2. Write 6 things you do that no longer serve you or your employer.
3. Choose 6 words that you believe identify the ideal role of the law librarian in today’s employer environment. Then choose 6 more, then 6 more.

**Part B**
1. Ask 5 attorneys you work with to write down 3 things that describe your role.
2. Is this how you wish to be known?
3. Identify 3-5 opportunities within and outside of your organization to begin to shift people’s perceptions.

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**From the SANDALL Grants Committee:**

Take advantage of the opportunity to apply for grant funding from a wide array of library and other professional conferences. The Grants Committee will continue to solicit and award funding specifically for the AALL Annual meeting and for SANDALL-sponsored educational events. In ADDITION to those, we plan to have two “open” grant cycles per year, Fall/Winter and Spring/Summer. During these open calls for funding requests, we will accept applications to attend ANY educational conference so long as the applicant explains how it will benefit him or her professionally. Applications are found on the SANDALL web site: [http://www.sandallnet.org/members-information/grants/grant-application](http://www.sandallnet.org/members-information/grants/grant-application)

We hope to hear from our members!

Jan Hedlun
Brent Naritomi
Connie Sterling
SANDALL
(San Diego Area Law Libraries)
2012-13 Annual Report to AALL

SANDALL completed its 14th year with a successful overhaul of its bylaws, the first comprehensive review since they were written. A record 63% of the membership unanimously approved the revisions, far exceeding the quorum and passage requirements. The revisions will enable our organization to conduct its business more efficiently going forward.

Because of the financial success of the 2012 All-California Institute with our sister chapters, the Board was able to significantly increase the amount of money awarded to our members for grants, upping the dollar amount of the grants for the SCALL Institute and the 2013 Annual Meeting by 50%. In honor of our 15th year, the Board awarded two $1,500 grants for the 2013 AALL Annual Meeting.

The Programs Committee offered a variety of activities appealing to many tastes. The biggest event was the Holiday Party held in the Top of the Park Penthouse at the Inn at the Park. The unexpected blackout of the hotel and immediate area only enhanced the spectacular views of downtown, Point Loma and the bay. The December gathering was generously subsidized by CEB (Continuing Education of the Bar).

The Fall Workshop topic was “MBTI Discovery & Communication for Legal & law-Related Professions,” presented by Christy Cassisa, a popular speaker at the 2012 All-California Institute. AALL Board Member Ron Wheeler participated in the workshop for his chapter visit.

Brown Bags included “Tech Tools for Classroom Flipping,” held at USD in the fall, followed by an on-campus Happy Hour gathering afterward. Spring Brown Bags were “Paradise Squandered: A Short History of Balboa Park Land Use,” held at Qualcomm, and “Mindfulness for Attorneys,” held at the California Western School of Law.

Social events included a Mud Run, a Happy Hour held at Banker’s Hill Bar & Grill, the Spring Social held at the Clubhouse of the Golden Hill Recreation Center and an Art & Wine Social held at Expressive Arts & Mosaic Wine Bar. There, members viewed “Old People’s Google: The Encyclopedia Project,” and mused on artworks incorporating discarded encyclopedias.

Many thanks to this year’s Board members: Barbara Glennan, Vice President/President-Elect; Chris Pickford, Treasurer; Anna Russell, Secretary; and Jane Larrington, Past President. Ruth Levor filled in as Acting Secretary during Anna’s maternity leave, May-July. Incoming officers installed at SANDALL’s Annual Business Meeting are Shannon Malcolm, Vice President/President-Elect, and Robert Wickman, Treasurer.

Brent Bernau,
President, 2012-13
Thanks to Shannon Malcolm, Ian Kipnes, Ruth Levor and Michele Lucero for their photographic services.
A Chapter of the American Association of Law Libraries

Amy Moberly
Editor
California Western School of Law
225 Cedar St.
San Diego, CA 92101
Phone: 619-525-1421
Fax: 619-685-2918
E-mail: alm@cwsl.edu

Check out our website!
http://www.sandallnet.org

SANDALL 2013-2014 MEMBERSHIP FORM

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