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Published in Law Library Journal, Vol. 98, No. 2, Spring 2006.

Recommended Citation
Houdek, Frank G., "AALL History Through the Eyes of its Presidents" (2006). *Publications.* Paper 8.
http://opensiuc.lib.siu.edu/law_pubs/8

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AALL Centennial Feature[*]

AALL History through the Eyes of Its Presidents[**]

Frank G. Houdek[***]

On the occasion of the celebration of AALL's centennial in 2006, Professor Houdek offers a personalized history of the Association by presenting reminiscences of those who have served as its president. Collectively, these stories contribute a unique perspective on the important issues that have confronted AALL as an organization and law librarianship as a profession. They also help explain how these individuals became AALL leaders and what the experience meant to them.

> How well some of us recall that first meeting in which we sat together in the lobby and parlors of the Hotel Mathewson, with a single purpose in view—that of making librarianship a profession rather than simply holding a job and the betterment of the institutions which we represented. How eagerly we set about to form an organization, having no idea as to its extent and possibilities, but we were firmly convinced that an organization was necessary for the advancement of the libraries and cooperative work among the law librarians. We could find no organization then existing whose principles fitted our particular branch of library work, so we organized a new association and the achievements are in evidence.[1]

¶1 This early passage in A.J. Small's account of the founding and early development of the American Association of Law Libraries (AALL), published on the occasion of the Association's silver anniversary in 1931, has long stood as a harbinger of riches for students of AALL history, whether serious or casual in their

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* *Editor's Note*: The American Association of Law Libraries was founded on July 2, 1906, by a handful of law librarians who met during the Annual Conference of the American Library Association at Narragansett Pier, Rhode Island. To commemorate the AALL Centennial that will be celebrated with a yearlong series of events and activities in 2005–06, culminating at the 2006 Annual Meeting in St. Louis, *Law Library Journal* is including an "AALL Centennial Feature" article in each issue published through 2006. While the focus common to each article is the history of law libraries, law librarianship, and AALL, the specific topics vary according to the interests of authors and readers. Individuals interested in contributing a "Centennial Feature" article should contact Frank G. Houdek, Editor, *Law Library Journal*, Southern Illinois University School of Law, Lesar Law Bldg., Mail Code 6803, Carbondale, IL 62901-6803, (618) 453-8788, houdek@siu.edu.

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1. A.J. Small, *Reflections*, 24 Law Libr. J. 12, 12 (1931).

Electronic copy available at: http://ssrn.com/abstract=1338375

interest. For what follows in Small's "Reflections" isn't derivative in any sense; it is history told first-hand, by someone who was there from the beginning. Before the beginning, in fact, since it was Arthur James Small, law and legislative reference librarian at the Iowa State Library who, in spring 1906, sent a flyer to other state librarians and law librarians, suggesting that they get together at the upcoming meeting of the American Library Association at Narragansett Pier, Rhode Island, "to consider the advisability of a separate organization of law librarians."[2] At the formation of AALL on July 2, 1906, Small was elected its first president, for 1906–07[3] he went on to serve a second term in 1907–08. The publication of Small's eyewitness account twenty-five years later made it possible to see AALL's earliest history through the eyes of its founding president.[4]

¶2 Through the years, a few other presidents have presented accounts of AALL history as they personally experienced it.[5] For early history, there are two articles written by another charter member, Gilson G. Glasier, director of the Wisconsin State Library and AALL president in 1921–22. In a 1950 piece, Glasier "attempted . . . to supply some of the missing links of the organization meeting [in 1906] and . . . reviewed the proceedings of the second meeting in 1907."[6] He also provided a detailed description of one of the most important areas of early AALL activity—and one in which he was intimately involved—the indexing of legal periodicals. Glasier's second article, a contribution to the Golden Jubilee issue of *Law Library Journal* commemorating the Association's fiftieth anniversary, offered brief portraits of the "founders" and "builders" who "were in the forefront of the struggle—and be assured it was, at times, a struggle to make the Association survive."[7] These were individuals with whom Glasier had worked closely for many years, including Small; Ernest Feazel, who succeeded Small as president in 1908–09; George S. Godard, the third president, from the Connecticut State Library; Franklin O. Poole, who served as the Association's first secretary and treasurer and then as its president; and Frederick C. Hicks, known as much for his

2. *Quoted in* Gilson G. Glasier, *History of the American Association of Law Libraries: The Founders and the Early Years, 1906–1929*, 49 LAW LIBR. J. 82, 83 (1956).
3. Letter from Franklin O. Poole, Secretary-Treasurer, American Association of Law Libraries, to All Those Interested (n.d.) [1] (available in Annual Meeting Program and Publication File, Record Series 85/1/150, Box 1, AALL Archives, University of Illinois at Urbana-Champaign Library).
4. This wasn't actually the first such opportunity offered by Small. *See* A.J. Small, *Is There an Excuse for the Association's Existence or the Spirit of Yesterday Contrasted with the Spirit of Today*, 21 LAW LIBR. J. 56 (1928) (describing the environment from which AALL emerged in 1906, as well as offering accounts of the first and subsequent early Annual Meetings).
5. Although the presidential messages that have regularly appeared in the pages of *Law Library Journal*, the *President's Newsletter* (1954–70), the *AALL Newsletter* (1970–96), and *AALL Spectrum* (1996–present) constitute, on some level, a record of AALL history as documented by its presidents, this material lacks the benefit of the reflection and hindsight that accounts written later in time can offer.
6. Gilson G. Glasier, *Beginnings of the American Association of Law Libraries*, 43 LAW LIBR.J. 147, 152 (1950).
7. Glasier, *supra* note 2, at 84.

Electronic copy available at: http://ssrn.com/abstract=1338375

bibliographical work as for the fact that he was the first academic law librarian to serve as AALL president (1919–21).

¶3 Another former president who wrote about a period of AALL's history in which she was intimately involved was Helen Newman, who contributed a piece to the Golden Jubilee issue on the progress made by the Association during the 1930s under the so-called Roalfe Plan.[8] No one was better qualified to reflect on this pivotal time than Newman, who not only served as executive-secretary—AALL's de facto executive director—from 1934 to 1945, but also as editor of *Law Library Journal* for much of the same period (1934–42). She later served as president in 1949–50. In her article, Newman provided a detailed account of the debate engendered by William R. Roalfe's suggestions, first offered in a letter to AALL President Rosamond Parma in 1930,[9] for a total reorganization and expansion of the operations and services of the Association. That she was personally involved in this crucial period of AALL's history— serving as chair of the Committee on the Roalfe Expansion Plan in 1933–34, Newman provided a detailed explanation of the plan in an address to the Council on Library Problems of the Association of American Law Schools, on December 28, 1933[10]—is apparent by the number of times she must resort to using the term "this writer" to identify who took an important action.

¶4 A final example of former presidents providing a personal view of AALL history is a *Law Library Journal* article titled "I Remember Them Well."[11] Coauthors Marian Gallagher, Julius Marke, and Arthur Charpentier were all former AALL presidents who had been active in law librarianship since the 1940s. They had "undertaken the task of translating our AALL memories of personalities into words," with a goal of providing a "personal recollection" of no longer active law librarians "whose careers live in memory [and] who may escape us as a recollection fades. It is for them that we reach in admiration and affection."[12] To see that they achieved their goal merely requires turning to any of the nineteen pages in this delightful article. They humanize individuals of whom our only knowledge is "gleaned from the *Law Library Journal*,"[13] providing readers with "reminiscences . . . [that] reflect the personalities, *joi de vivre*, and independence"[14] of many Association leaders of the past. Marke's profile of the aforementioned Helen Newman is alone worth the price of admission!

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8. Helen Newman, *History of the American Association of Law Libraries: The Roalfe Plan and the Middle Years, 1930–42*, 49 LAW LIBR. J. 105 (1956). She earlier had offered a shorter, four-page analysis of the subject. Helen Newman, *A Decade of Progress Under the Roalfe Plan, 1931–1941*, 35 LAW LIBR. J. 419 (1942).
9. Letter from William R. Roalfe, Librarian, Duke University Law School, to Rosamond Parma, AALL President (Sept. 11, 1930), *in* 24 LAW LIBR. J. 60 (1931).
10. Helen Newman, *Report of Committee on Roalfe Expansion Plan*, 27 LAW LIBR. J. 40 (1934).
11. Marian Gallagher, Julius J. Marke & Arthur A. Charpentier, *I Remember Them Well*, 75 LAW LIBR. J. 270 (1982).
12. *Id*. at 270 (remarks of Marian Gallagher).
13. *Id*.
14. *Id*. at 279 (remarks of Julius J. Marke).

¶5 As both an enthusiastic (but amateur) AALL history sleuth and editor of *Law Library Journal*, it occurred to me that there could be no better occasion than the celebration of AALL's centennial in 2006 to look again at Association history through the eyes of those who have served as president. Not only to gain their perspective on the important issues that have confronted AALL as an organization and law librarianship as a profession, but also to learn how they became leaders and what the experience meant to them. But would it be possible to entice many (or any) of the thirty-three living past presidents[15] to write a full-blown article about their experiences? Knowing the kind of schedules these individuals still keep, I doubted it. My solution was to ask each living past president whom I could locate to respond to a brief set of questions.[16] I told them that it was my belief that "the answers, taken collectively, will provide a unique 'insider's' view of AALL history," and that "my intention is to compile and edit these answers into a single, cohesive article."[17]

¶6 The response was more than I could have hoped for—many very busy people somehow made time to provide me with answers that were not only thoughtful and informative, but often provocative, humorous, and touching. They provided me with so much, in fact, that it became a challenge to condense the material to a manageable length for publication as an article in *Law Library Journal*. To do so, I was forced to abandon my original plan of including everyone's complete response for every question. Instead, I have selected material from each contributor that is both representative and unique, with a goal of illuminating not only the issues of the day but the experiences and personalities of these leaders. To the greatest extent possible, I have allowed the contributors to tell their own stories, in their own words. I have inserted explanatory material only when necessary for clarity, continuity, or both. Footnotes have been added only in instances when I thought they might be helpful for readers wishing to further investigate the topics under discussion. Contributors are presented in order by their presidential term, from the earliest (Earl C. Borgeson, 1968–69) to the latest (Janis L. Johnston, 2003–04).

¶7 I promised the presidents that their contributions would lead to an "article that . . . current and future readers will find to be both informative and fascinating."[18] I hope that you will find that to be true. I know I do.

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15. As of March 14, 2006, AALL's living past presidents are Earl C. Borgeson (1968–69), Morris L. Cohen (1970–71), Viola A. Bird (1971–72), Erwin C. Surrency (1973–74), Jane L. Hammond (1975–76), Jack S. Ellenberger (1976–77), Alfred J. Coco (1977–78), Connie E. Bolden (1979–80), Francis Gates (1980–81), Roger F. Jacobs (1981–82), Leah F. Chanin (1982–83), M. Kathleen Price (1983–84), Jacquelyn J. Jurkins (1984–85), Robert C. Berring (1985–86), Laura N. Gasaway (1986–87), Albert O. Brecht (1987–88), Margaret A. Leary (1988–89), Richard A. Danner (1989–90), Penelope A. Hazelton (1990–91), Carolyn P. Ahearn (1991–92), Mark E. Estes (1992–93), Kay Moller Todd (1993–94), Carol D. Billings (1994–95), Patrick E. Kehoe (1995–96), Frank G. Houdek (1996–97), Judith Meadows (1997–98), James S. Heller (1998–99), Margaret Maes Axtmann (1999–00), Robert L. Oakley (2000–01), Barbara L. Bintliff (2001–02), Carol Avery Nicholson (2002–03), Janis L. Johnston (2003–04), and Victoria K. Trotta (2004–05).
16. *See infra* Appendix for a list of the questions.
17. E-mail from Frank G. Houdek, Editor, *Law Library Journal*, to AALL Past Presidents (Oct. 28, 2005) (copy on file with author).
18. *Id*.

Earl C. Borgeson[19]

¶8 I entered the law librarianship program at the University of Washington in fall 1949. As we stretched ourselves to learn cataloging and legal research techniques, we also brushed against every AALL interest that matched a UW law library activity or did not match so that we were challenged to make a match! Before you knew it, Marian Gallagher had recommended you for some AALL committee and looked for a way to get you to the next meeting.

¶9 My tour of duty as president of AALL was most enjoyable. I learned that law librarians can form up the wagons, assault a problem, and be gracious in victory. Whatever needed to be done during my year in office was done by folks who had specific shares of the overall responsibility. Take Al Coco and Roger Jacobs, for example—local arrangements and program chairs respectively. Just after the first of the year when it was time to crank things up, we learned that the hotel had no idea what AALL was. Nor when it would meet or that they were our contract host. We could document our agreement—they could not. Lots of phone calls, face to face meetings, and a final reconstruction session at which the hotel management, local event supervisors, and Al, Roger, and myself set up the entire meeting. We recorded everything in notebooks with names and phone numbers, minute by minute—who worked with whom and where final authority rested for the hotel and AALL. The plans worked and even the problems anticipated were smoothed out before they had a chance to fester! I learned a lot about law librarians and initiated a careerlong affection for Al Coco and Roger Jacobs.

¶10 The most important development that has occurred during the course of my involvement is the growth of law librarianship and AALL due to the private librarian. It has meant a rapid transfusion of great vitality, talent, and energy for the benefit of all law librarians. It also presents challenges, for not only must law librarianship remain a dynamic and forward moving force, so must its component parts! Legal information specialists without any library affiliation may have to be courted, thereby adding a further dimension to law librarianship. Oh, what exciting times and discussions are on the horizon!

¶11 We must place new and forceful focus upon the nature of the law librarian and the talents they will have to bring to the workplace within a quarter of a century. AALL should immediately structure a training regimen to produce that level and quantity of personnel. Library school is not enough! We must assume, require, recognize, and utilize a commitment to prepare and perform new skills and attitudes. Our education must have teachers and administrative environments that will

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19. Edited version of Earl C. Borgeson, AALL Presidential Questionnaire Response (Nov. 30, 2005) (copy on file with author). Borgeson served as AALL president in 1968–69, after having been a member of the Executive Board from 1965 to 1967. A chair of various AALL committees and task forces, Borgeson also served as president of the Law Librarians of New England (1958–59) and the Southern California Association of Law Libraries (1977–78). He received the Marian Gould Gallagher Distinguished Service Award in 1988.

challenge and dare participation and utilization of skills to flesh out the role of the future law librarian. Law schools, library schools, the law book industry, and the technical industries will have to participate by contributing learning facilities, employment, and scholarship support. In all those fields dealing with information handling, those on the outer edge must intentionally include legal information and law library needs for inclusion in their ranks. All law librarians must be supportive of their own need to grow, to survive.

Morris L. Cohen[20]

¶12 My role models were Frederick C. Hicks of Yale (whom I never actually knew in person), Miles O. Price of Columbia University Law Library (who was my second boss in law librarianship), and Marian Gallagher. Getting involved in AALL was a natural development after beginning a career in law librarianship. It's what anyone serious about the profession would do. My first (and also my most satisfying) leadership position was organizing the cycle of annual AALL institutes, "Education for Law Librarianship," from 1964 to 1968.[21]

¶13 Among the issues and challenges facing me in my presidential year were integrating microfacsimiles into the collections of law libraries, exploring the uses of electronic storage and dissemination of legal information which was just becoming a serious development in law librarianship, and the draining of federal funding for libraries because of the Vietnam War. I don't recall any great successes or failures during my presidential year,[22] [but] The most satisfying and enjoyable

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20. Edited version of Morris L. Cohen, AALL Presidential Questionnaire Response (Dec. 19, 2005) (on file with author). Cohen served as AALL president in 1970–71. He chaired various AALL committees and task forces, and served as the guiding force behind the creation and development of the rotating institute series. He also served as program chair of the 1976 Annual Meeting in Boston. Cohen received the Marian Gould Gallagher Distinguished Service Award in 1991. He is the only individual to have twice been honored by AALL with the Joseph L. Andrews Bibliographical Award, in 1996 and again in 1999.
21. AALL's series of rotating educational institutes was designed to provide training in basic techniques applicable to law librarianship in four broad areas: legal bibliography, book selection and acquisition, cataloging and classification, and administration. The concept was conceived by Elizabeth Finley during her term as president (1961–62); the task of establishing the curricula and organizing the programs to carry out the idea was given to Morris Cohen. *An Experiment in Library Education—The AALL Rotating Institute*, 57 LAW LIBR. J. 28, 28–29 (1964) (remarks of Harriet L. French); Laura N. Gasaway & Steve Margeton, *Continuing Education for Law Librarianship*, 70 LAW LIBR. J. 39, 47–48 (1977). The first institute—on legal bibliography—was conducted at the University of Missouri-Columbia on June 22–27, 1964, with Cohen as program chair. The cycle of rotating institutes was repeated three times, from 1964 to 1975.
22. "Like incoming presidents of the American Association of Law Libraries, I took office hoping for some major accomplishments and substantial changes in areas that seem to cry for improvement. Like my predecessors, however, I soon found myself bogged down in the day-to-day minutiae of association activity. The grand event, the sweeping accomplishment, and the exciting Innovation all seemed elusive as the months went by. While some significant achievements were made during the year, they were generally the undramatic result of the quiet and persistent work of committee chairmen and conscientious members. As Bill Stern noted in his annual report last year, the president can only suggest, encourage, and consult. The results depend on the reception of such stimuli and the ability of the association's rank and file to actively pursue the possibilities. That was a sobering, and at times discouraging, realization." Morris L. Cohen, *Report of the President*, 64 LAW LIBR. J. 396, 396 (1971).

[part of my year] was the annual convention [in Hollywood-by-the-Sea, Florida, June 13–17, 1971].

¶14 The most important developments [occurring in AALL during my years of involvement] were certainly the growth of the special interest sections, the increased participation of librarians from the law firms in AALL, and the activities of the Government Relations Committee. [As far as changes in law librarianship], the most important development during my career is the introduction and growth of the two electronic research systems, Westlaw and LexisNexis. The critical issue that most needs our attention [in the next ten years] is the protection of library collections, facilities, and staffing against the naive belief that library support can be reduced in light of new technological developments.

Jane L. Hammond[23]

¶15 My mentor was Arthur Pulling.[24] He hired me as a cataloger at the Harvard Law Library in 1952, and three years later, when he had moved to Villanova Law Library, hired me there as his assistant law librarian. I worked closely with him until he left Villanova in 1962.[25] Villanova was a new law school so building the collection was a high priority. I became a member of the AALL Duplicate Exchange Committee soon after moving to Villanova and became chairman of the committee in 1962. Three years later I began my five-year tenure as secretary of AALL.

¶16 The dominant matter before the Association when I was president in 1975–76 was creating special interest sections. This was a period when AALL was growing very rapidly. The state and county law librarians and the rapidly growing numbers of private librarians were restless in an organization dominated by law school librarians. At the 1975 meeting, the Special Task Force on AALL Organization presented its report,[26] recommending the establishment of

23. Edited version of Jane L. Hammond, AALL Presidential Questionnaire Response (Nov. 19, 2005) (on file with author). Hammond served as AALL president in 1975–76, having previously served as AALL secretary in 1965–70. She twice served as program cochair of Annual Meetings, in 1971 and 1980. She also chaired the search committee that helped hire AALL's first executive director in 1981. Hammond received the Marian Gould Gallagher Distinguished Service Award in 1993.
24. Arthur C. Pulling, known to some as the "dean of law librarians," directed four academic law libraries in a career that spanned more than fifty years. He began as an assistant law librarian at Harvard in 1907, but in 1912 moved to the University of Minnesota, where he proceeded to expand "a small collection of books into the fifth largest law school library in the country with a magnificent Anglo-American collection." Caroline Brede, *In Memory of Arthur C. Pulling*, 57 LAW LIBR. J. 66, 66 (1964). After thirty years, Pulling returned to Harvard in 1942, remaining there until reaching retirement age in 1953. But he was not the retiring sort, and he soon agreed to accept the position of director at Villanova's new law library, where "he set about building another library with his usual skill, ingenuity and dedication." *Id*. at 67. Pulling retired from Villanova in 1962, but immediately began a new career at the University of Maine, "accomplishing his usual wonders" during the one year he served there. *Id*. After a brief illness, he died at the age of seventy-six on September 28, 1963.
25. Hammond became director of the Villanova Law Library in 1962. She served in that position until 1976, at which time she became professor of law and librarian at Cornell University Law Library.
26. Task Force on the Reorganization of the AALL, Final Report, *in* 68 LAW LIBR. J. 391 (1975).

divisions and special interest sections. Special interest sections were overwhelming approved at the 1975 meeting, but the division concept was voted down.[27]

¶17 Now the challenge became to fashion the structure of these sections within AALL. The Executive Board worked closely with the Constitution and Bylaws Committee during the [following] year to draft an amendment to the Bylaws creating special interest sections. The committee's proposal was debated extensively at the three business meetings in 1976. A few amendments to the committee's draft were accepted. With those amendments, the membership approved adoption of this new article of the bylaws.[28] This is now article X of the bylaws and it has worked very well for thirty years.

¶18 At that time, either the president-elect or the president attended a meeting of each chapter every year. I traveled about twice a month for two years. The satisfying part of this was meeting many members of the chapters who had no other contact with the national association, and also identifying chapter leaders whom I could appoint to national committees or other positions. The down side was all those hotel rooms I stayed in and the many programs I sat through that covered matters I had heard discussed at other chapter meetings. My salvation, as those who attended these various meeting will remember, was a large piece of needlepoint embroidery that I worked on in airports and meeting rooms and did not finish until after I left the AALL Executive Board.

¶19 The most important change in law librarianship during my career? Collection development has changed dramatically in the last half century. When I started, very few reprints existed, so we had to acquire out-of-print treatises and journals on the second-hand market or through exchange of duplicates—hence the Duplicate Exchange Committee which circulated lengthy lists of materials, including individual issues of journals, which libraries had available for exchange. The pros and cons of microfilm and microfiche were extensively debated. Then reprint technology improved and complete runs became available, for a price. Next came the online databases, which one microfilm salesman told me would never last because storage for so much full text was impossible. Our clientele never liked microfilm and fiche and hated the printers (as did those who had to keep them operable), so computer-based research was readily accepted.

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27. *Proceedings of the 68th Annual Meeting of the American Association of Law Libraries, Held at Los Angeles, California, June 22–26, 1975*, 68 LAW LIBR. J. 374, 391 (1975).

28. On June 23, 1976, bylaws were adopted at the Annual Meeting in Boston that provided for the creation of special interest sections. *Proceedings of the 69th Annual Meeting of the American Association of Law Libraries, Held at Boston, Massachusetts, June 20–24, 1976*, 69 LAW LIBR. J. 508, 520–24 (1976). In December 1976, the Executive Board approved the first seven special interest sections. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, December 28–29, 1976, at 492 (on file at AALL Headquarters, Chicago).

Jack S. Ellenberger[29]

¶20 Elizabeth Finley was my long-time mentor and dear friend, whom I knew from 1959 until her death in 1979.[30] That it seems now that we were friends for much longer than twenty years and that I must have spoken with her only yesterday, defines how much I admired her and adored her companionship. We were both ardent champions of AALL and all its works over the years so Elizabeth truly qualifies as my AALL "hero." For the Association, she was a constant advocate of growth, change, educational opportunity for younger members, and active participation wherever possible.

¶21 Evelyn G. DeWitt, long-time law librarian at Baker & Hostetler in Cleveland, Ohio, (1941–73) may also qualify as a mentoring "hero" at a formative time in my early years where constituent demand for reliable, organized law library service in large private practice required single-handed virtuosity of a high order.[31] Evelyn was a natural teacher and enthusiastic mentor for this kind of "on-the-job professional advice" and it was as valuable then as it can be now.

¶22 My first leadership position in AALL, one that I recall with pride and pleasure, was as organizing chair of the Private Law Library Committee from 1959 to 1961, though it meant two years of the inevitable frustrations that accompany any "start-up" effort that demands of time and resources.[32] This is why the AALL Nominations Committee finds it difficult even today to attract nominees from the private law library sector for major Association leadership positions. [T]hese impressive opportunities need back-up staffing, time, and courage!

¶23 One issue [during my year as president] was an attempt to come to terms with AALL convention social events funding. This sensitive issue of membership costs and sponsorship of these events [by publishers who were associate members] reached open debate at one of the business meetings during the 1978 Annual Meeting in Rochester when I was immediate past president.[33] At least some of that discussion led to adoption of the AALL Code of Ethics in 1978. Another issue that I thought required timely debate in 1977, and which had my ardent personal support, was the introduction of a fully competitive slate for *all* AALL officers but notably for the office of vice president/president-elect. This issue was debated in Toronto and was narrowly defeated,[34] but it was finally approved and implemented

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29. Edited version of Jack S. Ellenberger, AALL Presidential Questionnaire Response (Dec. 1, 2005) (on file with author). Ellenberger served as AALL president in 1976–77, having previously served on the Executive Board from 1972 to 1975. He was also the president of the Law Librarians' Society of Washington, D.C., and twice served as local arrangements chair of Annual Meetings, in 1970 and 1985. Ellenberger received the Marian Gould Gallagher Distinguished Service Award in 1994.
30. *See* Jack Ellenberger, *Memorial: Elizabeth Finley*, 73 LAW LIBR. J. 737 (1980)
31. *See* Jack Ellenberger, *Evelyn Grace DeWitt, Mentor*, 91 LAW LIBR. J. 211 (1999).
32. For more on how he became involved in AALL, see Jack Ellenberger, *Some Immutable First Impressions of AALL*, 88 LAW LIBR. J. 33 (1996).
33. *Proceedings of the 71st Annual Meeting of the American Association of Law Libraries, Held at Rochester, New York, June 25–29, 1978*, 71 LAW LIBR. J. 547, 556–564 (1978).
34. *Proceedings of the 70th Annual Meeting of the American Association of Law Libraries, Held at Toronto, Ontario, Canada, June 26–30, 1977*, 70 LAW LIBR. J. 437, 445–51, 465–68 (1977).

by the Association membership in the [1980s].[35] Also on my watch, with considerable effort by all concerned, a new edition of the *AALL Biographical Directory* was prepared by the Publications Committee and published by the West Publishing Company.[36] Though it may never be published again in *printed format*—which is a shame—I think that this series of directories is among the best things the Association has done for its members. For many of us, it is our most "convenient" way of seeking AALL history through the people who made it. Will we ever get another one?

¶24 The remarkable (indeed explosive) growth of AALL starting about 1980 that was plainly the result of the growth and prosperity in private law practice in the U.S. (and Canada) [is the most important development during my association with AALL]. When I joined the Association in 1957, its membership was probably about three hundred; the 1958 convention in Washington was attended by about 150 law librarians and friends of AALL. By 1977, shaped by America's own growth and the end of the Vietnam conflict, membership was about a thousand. Then suddenly, in just two years, membership jumped to three thousand and, along with it, AALL's own prosperity, which certainly made the expanded headquarters and executive directorship possible—in fact necessary! There can be no doubt that the private sector membership made this possible and, along with it, made AALL more visible and effective.

¶25 [As for significant changes in law librarianship], automation, in all of its vestiges, has long since . . . descended upon us in myriad ways and we could hardly have expected otherwise in the gigantic "world of words" that lawyers and law librarians live in and live with. I am not, however, totally convinced that this huge development over the years has greatly *improved the quality* of law practice from the standpoint of its various clients, personal or corporate. It certainly has cost them plenty and the resulting need to control costs has regrettably made the accounting profession an integral part of "big-time" law practice. Alas, I do not believe that the academic or institutional membership in AALL fully understand this impact or its complicated effects on private law libraries and, incidentally, on the future fortunes of AALL.

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35. The requirement now embodied in the AALL BYLAWS, art. VI, sec. 2(a), that the Nominations Committee "present at least two candidates for each Executive Board position and for each of the offices of vice president-president elect, secretary and treasurer" was the result of a recommendation of the Task Force on Nominations Procedures chaired by Laura N. Gasaway. *Final Report, Task Force on Nominations Procedures*, 15 AM. ASS'N L. LIBR. NEWSL. 181, 195 (1984). The recommendation was debated and approved by the membership in 1985. *Proceedings of the 78th Annual Meeting of the American Association of Law Libraries, Held at New York, New York, Business Sessions, July 8–10, 1985*, 77 LAW LIBR. J. 775, 785–86, 794 (1984–85). In spring 1987, Margaret Leary defeated Carol Billings for president in the first contested election involving officers. Leary's term as president-elect began on July 8, 1987, at the conclusion of the Annual Meeting in Chicago.

36. COMM. ON DIRECTORIES, AM. ASS'N OF LAW LIBRARIES, BIOGRAPHICAL DIRECTORY (3d ed. 1977). The first and second editions were published in 1964 and 1971 respectively; the fourth in 1984, and the fifth (and last, to date), in 1992.

¶26 Now long retired, I am in no position to criticize, but I hope that the Association, through its members, will become increasingly present at the *invention and promotion* of products that affect its work, chiefly in automation. For years, before it became a massive presence, AALL was less than vocal about complex product development but was assumed by its vendor "friends" to be a ready and probably willing market for what came along because it knew no better or had nothing else. Moreover, comparative shopping was extremely difficult. We should now and in the future *demand* to know what is coming at us, why we need it, and where it came from. At present about the only opportunity we have for comparative investigation and trial is at the annual conventions of AALL. My sense is that AALL membership is now much more involved with library product development than it used to be, but in the future we must tell vendors that if they think we are a "natural" market for their products, they should also let us in on their development long before they try to sell them to us.

¶27 With a larger membership, more prosperity, better educational resources and publishing, and a sizeable, more representative headquarters, including representation in Washington, D.C., AALL has rapidly grown to maturity. Yet this rapid change and growth has not destroyed the basis of mutual *cooperation* among AALL's varied [membership]. I think that this mutuality of interest between the academic, the public, and the private has become the chief inspiration for our success and for the maturity that has come with it. Every objective that AALL undertakes in the future should hold this mutuality of interest and cooperation *paramount*, no matter how complex the process of achievement. It is this quality of membership cooperation that I have admired above all else in my many years with AALL.

Al Coco[37]

¶28 I had several role models and heroes. The first was Mrs. Francis Henke, Dan Henke's mother, who was the law librarian at St. Mary's University Law School when I was a student law library assistant. Even after I began practicing law in San Antonio, she kept after me to go to the University of Washington to get my master's degree in law librarianship like Dan had done.[38] I finally gave in and went to Seattle, where I got to know and study with the famous Marian Gallagher. As a [1962] graduate of her program, I would put her at the top of my list, not only as

37. Edited version of Al Coco, AALL Presidential Questionnaire Response (Nov. 30, 2005) (on file with author). Coco served as AALL president in 1977–78. He also was the president of the Southwestern Association of Law Libraries, and served as chair of local arrangements for the 1969 Annual Meeting in Houston. Coco received the Marian Gould Gallagher Distinguished Service Award in 1995.

38. Dan Henke graduated from the University of Washington law librarianship program in 1956. He went on to positions at the New Jersey Bureau of Law & Legislative Reference (1956–59), the University of California, Berkeley School of Law (1959–70), and the University of California, Hastings College of Law (1970–91). He received the Marian Gould Gallagher Distinguished Service Award in 1995, along with his longtime friends Al Coco and Mort Schwartz.

a role model and hero but as a terrific educator, law librarian, and AALL leader. Other role models included Art Charpentier, Julius Marke, Bill Murphy, Earl Borgeson, and Viola Bird.

¶29 In 1963, at my first AALL Annual Meeting at Mackinac Island, Michigan, Vi Bird introduced me to Art Charpentier. His advice to me was to get involved by working on AALL committees. This I did. I also volunteered to be on the program the next year at the St. Louis meeting. Eventually, I became chair of the very popular Placement Committee. When Earl Borgeson became vice president, I offered to host the 1969 Annual Meeting in Houston. I served as local arrangements chairperson with the very capable assistance of Pat Kehoe, Lolly Gasaway, and Rick Surles. During this time I learned many fine points from Earl Borgeson about being a leader in the Association.

¶30 My first leadership position in a law library association was when I served as president of the Southwestern Chapter in 1965–66. My most enjoyable leadership position in AALL was my presidency in 1977–78. I was elected president as a write-in candidate.[39]

¶31 The first big challenge I encountered [as president] related to the site for the 1978 Annual Meeting. Before I became vice president/president-elect, the Board had selected Rochester, New York, as the site for the meeting, primarily because of pressure from Lawyers Co-Op [which was headquartered in Rochester]. After I was elected, several members, including some Board members, approached me about moving the 1978 meeting location to Atlanta. The thinking was that Rochester would not attract enough members and that it did not have a major hotel and convention center to serve our needs. I met with law librarians from Atlanta who agreed to host the meeting in Atlanta. Meanwhile, Lawyer's Co-Op made veiled threats to sue AALL if we moved the meeting. I met with its officers and informed them that law suits went both ways. It was at one of the several meetings I had with them that Lawyer's Co-Op agreed to cover a substantial portion of the Rochester meeting expenses. The company agreed to our terms, the meeting was indeed held in Rochester, and it was quite successful.

¶32 [During my year as president], I brought to the attention of the Board that the H.W. Wilson Publishing Company, publishers of the *Index To Legal Periodicals*, refused to add new titles to the *Index* unless AALL's Index to Legal Periodicals Committee removed titles. That meant that many new periodicals, especially subject-orientated ones, would never be indexed in ILP. The Board authorized me to appoint Roy Mersky, chairperson of the committee, to discuss our dissatisfaction with Wilson representatives. Mersky went to the Wilson office in New York and was told that Wilson was standing firm about not making any changes in its editorial policies.[40] The Board then met with Wilson officers, [with

39. Coco is the only AALL president who has been elected as a write-in candidate.
40. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, Dec. 28, 1977, at 526 (on file at AALL Headquarters, Chicago).

the same result]. Subsequently, the Board [told] Wilson to remove the portion of the prefatory note that appeared in each ILP issue stating that AALL advised the publishers. Shortly thereafter, I received a letter from the president of Wilson stating that the company intended to pursue legal action against AALL. The Board then authorized me to retain legal counsel in the event we were sued. The Board also authorized Mersky and his committee to begin looking into the possibility of a new indexing and abstracting service for the contents of legal periodicals.[41] The Board never heard any more about the legal matter from Wilson. Several companies sent proposals to the Board to provide the indexing and abstracting service. Eventually, Information Access was selected [and it soon thereafter developed the *Current Law Index*].

¶33 The most satisfying part of my year [as president] was representing AALL at chapter meetings and before other organizations, and conducting meetings with an agreeable Board. I thoroughly enjoyed speaking with our members at AALL functions because I was always interested in their concerns. The least satisfying part of being president was all the traveling I had to do. I spent fifty-four days away from home during my year.

¶34 In my remarks at the opening business meeting of the 1978 meeting, I mentioned that the membership then was 2767.[42] Until then, growth was primarily from the universities. [By the time of] the 1978 meeting, the growth shifted dramatically to the private sector. This meant that AALL had to begin shifting its interests in program planning and education to fill the needs of the smaller libraries, yet still attract and keep alive the interests of other types of libraries. Also, with the newly born special interest sections popping up all over, the programs had to change to integrate a professional program of interest to the general membership with [the offerings] of the various SISs which, for the first time, officially conducted separate programs of their own at the Rochester meeting.

¶35 The advent of the computer has changed all libraries to almost being "libraries without books." This new world will cause librarians to make drastic changes in all phases of librarianship—in design of libraries, budgetary projections, specialized personnel, research techniques, specialized equipment, etc. As a result of . . . media transformation from the printed version to the electronic age, AALL will have to concentrate on more specialized education for the next generation of law librarians. Also, today's librarian has to be the avant-guard of electronics. They can't wait and watch changes gradually being introduced into their world. They must be involved with the changes even before they occur in their libraries.

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41. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, June 24, 1978, at 543–44 (on file at AALL Headquarters, Chicago).
42. *Proceedings of the 71st Annual Meeting of the American Association of Law Libraries, Held at Rochester, New York, June 25–29, 1978*, *supra* note 33, at 547 (remarks of Al Coco).

Connie E. Bolden[43]

¶36 When AALL "heroes" come to mind, Bill Murphy of Kirkland & Ellis in Chicago must be near the top of anyone's list. Not only was Bill an excellent law firm librarian, his work was pivotal in establishing AALL's permanent headquarters. He was respected in all corners of law librarianship for his abilities and professionalism.[44]

¶37 As for role models, it is dangerous to begin listing specific persons for fear of having a "senior moment" and overlooking someone whom I held in great respect and tried to emulate in their professional approach to the law library field. However, in the law school field, Mary Oliver of the University of North Carolina was my mentor and valued advisor. It was Mary who encouraged me to become a law librarian and who introduced me to the leaders of AALL when I first entered the field. I owe her much. Also, Marian Gallagher, Morris Cohen, Jane Hammond, Art Charpentier, and Marian Boner definitely fall within the role model category.

¶38 My first leadership position with AALL was as chair of the Scholarships Committee. Shortly thereafter Betty Wilkins and I cochaired a special committee to study the issue of funding for Annual Meetings. Probably my most satisfying experience was the ten years I served as editor of the *Law Library Journal*, even more than my term as president of AALL.

¶39 Perhaps the most challenging issue [facing AALL while I was president] was not unique with me at all. It was the same issue each incoming president faced, namely the lack of administrative continuity from one presidential term to the next. Each new president was "reinventing the wheel" so to speak. Practices and procedures had to be rediscovered each time. The lack of uniqueness was evidenced by the fact that all living past presidents, save several, signed a petition to the Executive Board urging the establishment of the office of executive director.[45]

¶40 [Thus, the greatest success and most satisfying part of my year as AALL president was securing] approval from the Executive Board to establish the office of executive director of AALL and obtaining a substantial dues increase from the membership, the funds to be used exclusively for establishing that office.[46] It was

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43. Edited version of Connie E. Bolden, AALL Presidential Questionnaire Response (Dec. 1, 2005) (on file with author). Bolden served as AALL president in 1979–80, having previously been a member of the Executive Board from 1971 to 1974, and chairing several committees, including Scholarships and Publications. He served as editor of *Law Library Journal* from 1967 to 1976 and was the president of the Western Pacific chapter of AALL. Bolden received the Marian Gould Gallagher Distinguished Service Award in 1991.
44. For more information about William D. Murphy, former treasurer, president, and acting executive director of AALL, see *Remembrances of William D. Murphy*, 88 Law Libr. J. 148 (1996).
45. Letter from Some Past Presidents of the Association to AALL Executive Board (Jan. 2, 1980), *in* 11 AALL Newsl. 79 (1980). The signatories were Viola Bird, Harry Bitner, Marian Boner, Earl Borgeson, Arthur Charpentier, Al Coco, Morris Cohen, Forrest Drummond, Jack Ellenberger, Frances Farmer, Marian Gallagher, Jane Hammond, Julius Marke, Carroll Moreland, and Bill Murphy.
46. *See Proceedings of the 73rd Annual Meeting of the American Association of Law Libraries, Held at St. Louis, Missouri, June 22–26, 1980*, 73 Law Libr. J. 793, 799–815, 817–20 (1980) (discussion and vote regarding Executive Board resolution to amend the bylaws to increase the dues to fund the office of executive director).

clear to me then, and remains so today, that the establishment of that office was an essential element in carrying forward the plans and programs set forth by the Executive Board.

¶41 The growth and diversity of all areas of law librarianship [was the most important change in law librarianship to occur during my career]. Law firm libraries were at one time few in number and generally limited to very large firms in major cities. Now law firm librarians probably constitute the largest portion of AALL membership and are spread nationwide, while at the same time governmental libraries are growing in number and academic libraries continue to be a major force in the profession.

Francis Gates[47]

¶42 In 1954, I received my MLS from the University of California, Berkeley, and was hired as a reference librarian in the university's Graduate Social Sciences Library. I was assigned responsibility for a large collection of primary source materials on U.S. labor union history, but I also served shifts each day on the reference desk. In 1960, I moved to my first law library and while working full time and attending law school at night, I joined AALL and began to learn about law libraries.

¶43 My first law library was a single room with a telephone and only a few books. For the California Continuing Education of the Bar (CEB), hiring me was a kind of experiment. With my library education and experience, could I provide useful and valuable information services to lawyers planning and presenting practice-oriented courses for California lawyers? Could I build a suitable law book collection for CEB, and generate enough income to pay my salary, fringes, and overhead costs?

¶44 This was clearly a special library, in many ways similar to a small law firm library yet, because of our different "business," unique. It was essential that we plan our collection and design our procedures to emphasize the use of legal materials in or from other law libraries. At that time, law librarians in the West had not yet organized as an AALL chapter. However, in the San Francisco Bay area, we periodically met informally for lunch. At these meetings, in a pleasant setting with good food and drink, we shared information and did the cooperative work that information specialists and librarians must do to be effective. AALL provided useful structure and helped enlarge cooperative contacts and resources. For a tiny library like CEB's, the Association's activities were critically essential.

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47. Edited version of E-mail from Francis Gates to the author (Jan. 3, 2006) (on file with author). Gates served as AALL president in 1980–81, having previously been a member of the Executive Board from 1974 to 1977, and chairing several committees, including Federal Legislation and Statistics. He was the president of the Western Pacific chapter of AALL. Gates received the Marian Gould Gallagher Distinguished Service Award in 2001.

¶45 One of my earliest memories of AALL is the 1961 Annual Meeting in San Francisco. Elizabeth Finley was president. Late one afternoon, the Washington, D.C. firm that employed her, Covington & Burling, Dean Acheson's firm, hosted a magnificent reception in her honor for the entire convention, all the attendees, at the Claremont Hotel in the Berkeley hills. I was in awe. These lawyers were sophisticated, tough-minded, practical men (yes, in that year, mostly men), and they treated Elizabeth Finley as a colleague, almost as a partner, and one who brought major value to the firm with her work and her contacts with other law librarians.

¶46 My year as president was a lively one. I was fortunate in having the help of Sarah Sard, administrative assistant in my office at the Columbia University Law Library, and of James Hoover, assistant director of the library at that time, both of whom took on vastly heavier work loads while I devoted massive amounts of time to AALL business.

¶47 At the 1980 Annual Meeting in St. Louis, the Association had finally voted to hire a full-time professional executive director.[48] During my year as president, we had to find and hire this person. The Executive Board in January 1981 elected a Blue Ribbon committee to do this. Jane Hammond, a past president and past secretary of the Association agreed to serve as chair. Others were Marian Boner, also a past president and past secretary; Bill Murphy, a past president and past treasurer, and all but permanently a member of AALL's Headquarters Committee; Kathie Price; and Mary Forcellon. By the 1981 Annual Meeting, this committee had advertised and recruited candidates, reviewed all applications, interviewed candidates, and made their selection; and immediately following that meeting, William Jepson was hired as the first executive director. Thus, I was the last AALL president to serve without an executive director. I think the position has evolved in valuable ways over the years and the full-time professional headquarters staff has been of immense benefit to the Association in achieving the goals the membership sets.

¶48 In 1980–81, as AALL moved forward in selecting an executive director, my own goals were to have a strong educational program, focusing on the impact of technological change on our work and, through committee appointments, to give able younger AALL members experience in AALL leadership positions. Some AALL committee chairs had held their positions for years. I recognized that in some circumstances there were good reasons for this. However, I felt that in a time of rapid technological change, the Association needed to find ways to give more younger members Association leadership experience. During my nine years in the tiny CEB library, when Louis Piacenza, Art Charpentier, Kate Wallach, Bill Murphy, Earl Borgeson, and Bill Stern had asked me to be a member of or to chair an AALL committee, I had found these experiences extremely valuable. As president, I sought to identify well-qualified younger AALL members and appoint them

48. *See supra* ¶ 40.

to committees. All performed very well in 1980–81, and in the years since most have gone on to give the Association years of distinguished service.

¶49 As to my other goal, we did have a strong educational program in 1980–81. The Education Committee presented an institute on "Computer Management for Law Library Needs" at the University of Virginia, planned and directed by Stanley Pearce, Elizabeth Kelly, and Jill (Mubarak) Sidford. Betty Taylor, working with Signe Larson, Morris Cohen, Steve Margeton, and Pamela Gregory, planned and presented a very extensive series of educational programs at the 1981 Annual Meeting organized around the theme of "Legal Information for the 1980's."[49]

¶50 As ever more information is digitized, what is the role of AALL? I hope it will continue to create and offer excellent educational programs to members, strong programs that will attract young people with passion and a vision of "permanent public access to legal information" to join AALL and participate in the work of the Association. My experience has been that the immense diversity in the backgrounds of AALL members is a great strength. And so, perhaps we should ask: are law librarians an endangered species? Only if they choose to be. The human mind enjoys adapting to new circumstances and creating new tools and new services to meet new needs. The Elizabeth Finley with whom I was so impressed in 1961 was creative and innovative. I believe there will always be a commanding role for excellence and creativity. As long as we continue to bring these qualities to our profession, it will flourish.

Roger F. Jacobs[50]

¶51 [As far as professional role models go, for me they were] Morris Cohen, the bookman; Earl Borgeson, the quiet supporter; Julius Marke, the irrepressible library builder, scholar, and leader; and Frank Houdek, the "chapterman" and Association historian.

¶52 [My first leadership position in AALL came about when] I was attending a back-yard social event at Fred Rothman's in Hackensack during a month-long seminar on library administration sponsored by NYU, and Earl Borgeson asked me to be program chairman at his [1969] Houston meeting.[51] My most satisfying position was early work as chair of the Constitution and Bylaws Committee

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49. *See* LEGAL INFORMATION FOR THE 1980'S: MEETING THE NEEDS OF THE LEGAL PROFESSION (Betty W. Taylor ed., AALL Publ'ns Series No. 17, 1982).
50. Edited version of Roger F. Jacobs, AALL Presidential Questionnaire Response (Nov. 30, 2005) (on file with author). Jacobs served as AALL president in 1981–82, having previously been a member of the Executive Board from 1976 to 1979, and chairing several committees, including Constitution and Bylaws, Social Problems, and Legislation and Legal Developments. He also served as program chair of the 1969 Annual Meeting in Houston and president of the Mid-America Association of Law Libraries.
51. *See supra* ¶ 9.

[1970–73]. It seemed to be at the core of the Association's mission and the need to speak at annual association meetings provided a professional "rush."

¶53 [Two major issues facing the Association during my year as president were] communications—the frequency of the newsletter was increased[52]—and absorbing a new executive director.[53] I think I was able to work with the new executive director, Bill Jepson, in a constructive manner, allowing him to use his skills to enhance the work of the Association. [In fact, strange as it might seem, a] highlight of the year that stands out in my memory is Bill's use of spotlights to illuminate head table guests as they were introduced [at the closing banquet during the 1982 Annual Meeting in Detroit.] [Another memory involves the fact that] my son graduated from high school during the Annual Meeting. It was necessary for me to fly home to Washington, D.C. to attend his ceremonies and then to return to resume my presidential responsibilities [in Detroit]. Leah Chanin, as vice president, would have filled in for me if necessary, but I doubt that few people even knew I was gone for almost eighteen hours during the convention.

¶54 [The most important development in AALL since I have been involved is] the Association's growth and attendant complexity, [which] has permitted activities beyond the ken of earlier leaders. [As for the future, AALL must figure out] how we should respond to the expected (an unexpected) changes that will occur—at possibly an even more rapid rate than in the past ten years.

M. Kathleen Price[54]

¶55 [My professional role models were] Morris Cohen, Mike Jacobstein, Harry Bitner, Jane Hammond, Marian Gallagher, and Marian Boner. [In fact, I got involved in professional association work when] I answered the challenge issued by Morris Cohen at the 1968 Annual Meeting in Philadelphia for young people to get involved. I was active in the Education Committee and in the presentation of the rotating institutes.[55]

¶56 When Ken Pye, at the time my dean at Duke and president of the Association of American Law Schools, threatened to have AALL investigate the

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52. "Beginning with this issue [vol. 13, no. 1], the *Newsletter* will be published ten times per year. Although the effort and cost will be significant, [the Executive Board] hopes that increasing the frequency of publication will facilitate communication among members, committees, and SIS's, and concomitantly, will provide an opportunity to bring our membership closer together." Roger F. Jacobs, *A Message to the Membership*, 13 AALL NEWSL. 2, 2 (1981). The newsletter had previously consisted of four, and then five, issues per year.
53. William H. Jepson assumed his position as AALL's first executive director on September 8, 1981, barely more than two months after Jacobs assumed the presidency on July 1, 1981.
54. Edited version of M. Kathleen Price, AALL Presidential Questionnaire Response (Nov. 30, 2005) (on file with author). Price served as AALL president in 1983–84, having previously been a member of the Executive Board from 1978 to 1981, and chairing several committees, including Recruitment and Ethics. She also served as program chair of the 1979 Annual Meeting in Houston. Following her presidency, Price chaired the National Legal Resources Committee from 1988 to 1990.
55. *See supra* note 21 for further information on AALL's rotating institutes.

practices of law librarians in making acquisitions decisions, I was asked to chair the Ethics Committee which had drafted ethics guidelines under the leadership of Jerry Dupont in 1975–76. I traveled the country "selling" the document in 1977–78[56] and it was adopted in September 1978.

¶57 [Challenges facing AALL during my year as president included the fact that] LLJ was perpetually late. [In addition,] Bill Jepson, AALL's first executive director, was relatively new and believed that his job consisted primarily of putting on the Annual Meeting. . . . Staffing from headquarters was limited. The most disappointing [part of my year] was trying without success to get Jepson to focus more broadly. [However,] the San Diego meeting [in 1984] was one of the best in the history of the organization.

¶58 [The most important changes in AALL that have occurred during my involvement are] the creation of SISs, adding professional staff at headquarters, and [implementing] multiple track Annual Meetings. [As for changes in law librarianship, these would include] the recognition of the necessity of JD/MLSs for attorney public service personnel and of tenure/faculty participation for [academic law library] directors. [Finally, I think AALL should focus its attention in the next ten years to] replenishing its ranks [and providing] continuing education for senior managers.

Jacquelyn J. Jurkins[57]

¶59 My professional role models were Verna Baerchy, my first law library boss at the University of Wisconsin; Eileen H. Searls, law librarian at St. Louis University, who encouraged me to become a law librarian; Marian G. Gallagher, director of the law librarianship program at the University of Washington, my teacher and mentor; Viola A. Bird, law librarian at the University of Washington and also my teacher, mentor, and lifelong friend;[58] and Roy Mersky, my first professional law library boss at the Washington State Law Library. My AALL heroes were and are Marian and Vi. Both were pillars in AALL. They encouraged and inspired not only me but many by their energy and tireless work to improve the Association.

¶60 As a student, I became involved in AALL work because Marian and Vi encouraged me to volunteer for committee work. My first leadership position in the association was as chair of the Scholarships Committee (1970–72). Over the past forty years, I believe I have served on just about all the Association's

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56. *See [Report of the] Ethics Committee*, 71 Law Libr. J. 527 (1978).
57. Edited version of Jacquelyn J. Jurkins, AALL Presidential Questionnaire Response (Nov. 29, 2005) (on file with author). Jurkins served as AALL president in 1984–85, having previously been a member of the Executive Board from 1973 to 1975, and chairing several committees, including Scholarships, Statistics, Job Security, and Relations with Publishers and Dealers. She also served as program chair of the 1973 Annual Meeting in Seattle.
58. *See* Jacquelyn J. Jurkins, *My Friend*, 97 Law Libr. J. 218 (2005) (reminiscing about Viola Bird on the occasion of her 100th birthday).

committees, the Executive Board, and as president. Of course the president's chair was most satisfying, but not the most enjoyable. Probably the Scholarships Committee was the most satisfying and enjoyable, because I felt that the grants and scholarships we awarded were giving promising, interested, and (usually) newer members an opportunity to enjoy and participate in AALL activities, plus the Association benefitted from their participation. Regardless which committee I served on, I always enjoyed the friendships that developed. Satisfaction came when the committee's goal was reached and I saw a positive accomplishment for the betterment of the Association.

¶61 The issues and challenges facing AALL in 1984–85 really were no different than they are today: meeting the professional educational needs of a diverse membership, ensuring financial stability without assessing prohibitively high dues, and providing a forum for communication. One of the most successful achievements during my term was the initiation of the winter institute. Regretfully, it has been discontinued.[59] The most satisfying part of my year as president was the visits to the chapters. They gave me the opportunity to meet the dedicated law librarians who not only were the backbone of their chapters but, because of their commitment, the backbone of the Association. I always came away from a chapter visit in awe of that commitment and made me proud to be a law librarian.[60]

¶62 One event that vividly stands out as memorable to me was the 78th Annual Meeting in New York [in July 1985]. At the time, to me it was the meeting from hell. About two weeks before it was to begin, we were notified that the hotel's staff had gone on strike. Unless it was settled before July 7, there would be no maid service, no janitors, no bellhops, no kitchen staff. We were told other unions would not cross the picket lines, which meant no taxi would go beyond the front sidewalk and no truck driver would deliver to the hotel, including the trucks delivering the exhibitors' displays. In addition, issues, I received a call from the secretary of our keynote speaker, who said the speaker had been diagnosed with cancer and would not be able to appear. I immediately started a search to find a replacement. Finally, through a good friend, I found William Kunstler, who agreed to speak, but only if the strike was settled because he would not cross picket lines. So everything depended on the strike settling before the meeting. Jack Ellenberger, Local Arrangements Chair, told me I was out of my mind for asking Mr. Kunstler:

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59. The first ever AALL Winter Institute was held in Washington, D.C., January 6–9, 1985, following the annual conference of the Association of American Law Schools. Ninety-one librarians attended the Institute on "Managing for Improved Results: A Seminar in Personal Effectiveness," codirected by Robert Oakley and Michael Gehringer. The winter institute continued to be conducted on an annual basis through 1996, with the exception of 1988 and 1994, covering such topics as law library design (1986), in-house databases (1987), business and government information (1990), emerging technologies (1989, 1992), foreign legal systems (1993), and teaching research skills (1995).

60. "During the year I had the opportunity to visit nineteen of our Chapters and to observe the outstanding programs and achievements of Chapter members. . . . My visits to the Chapters have been most gratifying. They gave me the opportunity to renew old friendships and to make new ones." Jacquelyn Jurkins, *President's Page*, 16 AALL NEWSL. 276, 276 (1985).

we would be picketed [because] he was too controversial, having just represented the New York subway attackers and the Chicago Seven. Well, as the great bard wrote, "all's well that ends well." The strike settled late on the Monday before the Thursday the Board was to arrive. Although the hotel service was terrible, the exhibitors were able to set up, we had an opening luncheon with a keynote speaker who received a standing ovation, and we were not picketed. So despite all the trials and tribulations, the 78th Annual Meeting was declared a success, breaking all records with the largest membership attendance to that date.[61]

¶63 I believe the most dynamic if not most important development or change in AALL has been the shift from a strictly member volunteer association to one where a professional director and staff has absorbed the administration of the Association's publications, education programs, and financial well-being or oversight. Another important change is that law librarianship has become a recognized profession. Now there are numerous courses related to law librarianship that were not in curriculums forty years ago. People are coming into law librarianship with both the law and library degrees. Ages ago, when I was the editor of the Membership News column in the *AALL Newsletter*,[62] my typist once remarked to me, "Gosh, anyone can be a law librarian." The sad thing was she was right. If you go back to read old membership items, you do not find many library degree people, much less dual degree people, coming into the field. AALL has raised the standard.

Robert C. Berring[63]

¶64 I was very lucky [in law library role models]. Mike Jacobstein taught me when I was in library school and hired me as his research assistant.[64] I [later] had the chance to work with Ed Hess [at the University of Illinois], Roy Mersky, Morris Cohen, and even with Marian Gallagher. My first official [professional association] work was on SWALL committees and then on the *Index to Foreign Legal Periodicals* Committee of AALL. Being the president of AALL was great fun. How could you top that?

¶65 [During my year as president,] we needed pepping up as a group. I visited all but one regional association. There were fewer then but it was still a lot

61. The total paid registration for the 1985 Annual Meeting was 1748, including 1470 members 103 nonmembers, 36 student members, and 139 one-day registrants (both members and nonmembers). With the addition of 89 special guests, nonmember speakers, and headquarters staff, and 499 exhibitors, the grand total attendance of the meeting was 2336. *New York Annual Meeting—Largest in Association History*, 17 AALL NEWSL. 1 (1985).
62. Jurkins began editing the Membership News column in the final issue (October 1969) of what was then known as the *President's Newsletter*. She continued in this role with the *AALL Newsletter* from its first issue in January 1970 through the final issue of volume 23 (July 1992).
63. Edited version of Robert C. Berring, AALL Presidential Questionnaire Response (Dec. 1, 2005) (on file with author). Berring served as AALL president in 1985–86. He also has served as chair of the *Index to Foreign Legal Periodicals* Committee and the Special Committee on Law Librarian Compensation. In 2003 he received the Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship from the Academic Law Libraries Special Interest Section.
64. *See* Robert C. Berring, *Mike Jacobstein: Truly a Giant*, 97 LAW LIBR. J. 633, 2005 LAW LIBR. J. 37.

of travel. We also [needed to] work on diversifying the profession. [Finally,] the budget was in extremis, but it often was in those days. We did get what eventually became the Diversity Committee started,[65] and we introduced some fiscal rationality. And I think that I did increase the energy level. My failure was the inability to embark on any long-term goals. The one-year presidential term is pretty much over by the time that you have figured out what you want to do.

¶66 The 1986 convention in D.C. was a kick. It was AALL's largest to date[66] and it was great fun. Alan Holoch was my program chair and he was a joy to work with and to know. Having Guido Sarducci as master of ceremonies of the closing banquet [was memorable].[67] Almost everyone used to come [to the banquet] in those days. We had said that the Vatican law librarian was our guest emcee. Many folks were surprised. He was great. His introduction of Babe Russo is a moment that I will never forget.[68]

¶67 [The most important change in AALL since I've been a member is that] we have professionalized. The Washington office gives us a seat at the table of national policy. [Nonetheless,] I think that the profession runs a real risk of becoming vestigial. The IT folks have stolen our thunder on many fronts and the continued commercialization and homogenization of legal information threatens our very function. When legal information is no different than business information and law librarians work for CIOs instead of *being* the CIO, then there is trouble in River City. We are too old and too slow to adapt.

¶68 Law librarians are delightfully literate, intelligent, and principled. Indeed I think that librarianship may be the last truly principled profession. We still want to give it away. It is an honor to work with such people.

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65. Berring appointed a Special Committee on Minority Recruitment, chaired by William James, at the beginning of his presidential year, 1985–86. Robert C. Berring, *From the President*, 17 AALL NEWSL. 4, 4 (1985). It became a standing committee in 1986–87 and existed as such until 1993–94, when it was replaced by the Diversity Committee which continues today.

66. During the convention, William Jepson, AALL executive director, informed attendees that "we are at the Association's biggest annual meeting in history. At the close of business on Sunday, 1,805 members of the Association were registered. . . . We have with us this week 118 special guests and nonmember educational program speakers, and 548 men and women in the exhibit hall. Altogether, 2,441 people are here today at the 79th annual meeting. . . ." *Proceedings of the 79th Annual Meeting of the American Association of Law Libraries, Held at Washington, D.C., Business Sessions, July 7–9, 1986*, 78 LAW LIBR. J. 769, 777 (1986) (remarks of William Jepson).

67. "Father Guido Sarducci is a fictional character made famous by American comedian Don Novello. Sarducci, a chain-smoking priest with tinted eyeglasses, works in the United States as gossip columnist and rock critic for the Vatican newspaper *L'Osservatore Romano*. Novello created the character in 1973, after he purchased the outfit (consisting of big floppy black hat, white clerical collar, and a long, red-trimmed black coat with cape) for $7.50 at a St. Vincent de Paul thrift shop. Wikipedia, Father Guido Sarducci, http://en.wikipedia.org/wiki/Father_Guido_Sarducci (last visited Mar. 8, 2006).

68. Berring also remembered Russo at the time of her death in 1994. "Ms. Russo was the whole staff of AALL for years and she held us together with baling wire and library paste. She was devoted to the membership and always looking out for our best interests. Words can never capture the spirit of a person, and Babe Russo was a woman of great heart and spirit. The thought of not seeing her at the next AALL convention is a sad one. She was a person who was part of our past and who ushered towards our future with grace and style." Posting of Robert C. Berring, Law Librarian, University of California, Berkeley, to law-lib@ucdavis (Mar. 30, 1994), Re: Services for Babe Russo, *available at* http://lawlibrary.ucdavis.edu/LAWLIB/mar94/0331.html.

Laura N. Gasaway[69]

¶69 I have had only one law library boss, Al Coco at Houston. He has been a wonderful role model and mentor throughout my career.[70] Other professional role models were Hibernia Turbeville, long-time director at Southern Methodist University,[71] and Ruth Lindsey, the librarian at the Arkansas Supreme Court. I met Ruth when I was in high school and she was a huge influence on my choice of career.

¶70 Al Coco simply expected his librarians to become professionally active. At the end of my first year [1969], the AALL Annual Meeting was held in Houston, and I was in charge of registration for the convention. I then became active in SWALL and chaired various committees and finally became president [in 1974–76]. I continued to be active in AALL and was especially interested in the Education Committee and served on it for several years. In the mid-1970s, I started serving on the Copyright Committee. I was program chair for the 1978 convention in Rochester and introduced concurrent programming (hard to believe it was that late, I know).[72] Still, my most enjoyable position was *past* AALL president!

¶71 The biggest challenges [during my year as president] were moving into much larger quarters in Chicago, planning the office and the move, etc., and determining that the contract of our first executive director would not be renewed. The biggest success was celebrating the bicentennial of the U.S. Constitution—Sally Wiant was a fabulous program chair that year and we used the theme "We the People." The banquet was a hoot with the Executive Board appearing in eighteenth-century costumes, powdered wigs and all! [In terms of personal satisfaction, I enjoyed] visiting so many chapters over the two years as president-elect and president and meeting members from all over the country. I also liked the contact with vendors, which was a major duty of the president in those years.

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69. Edited version of Laura N. Gasaway, AALL Presidential Questionnaire Response (Nov. 30, 2005) (on file with author). Gasaway served as AALL president in 1986–87. She was program chair for the 1978 Annual Meeting in Rochester and president of the Southwestern Association of Law Libraries. In addition to chairing the Copyright Committee on multiple occasions, she also has chaired several special committees and task forces: Task Force on Nominating Procedures, Special Committee to Advance the Fair Use of Electronic Information Resources in Law Libraries and by Law Librarians, and AALL Centennial Planning Task Force.

70. *See* Laura N. Gasaway, *My One and Only Law Library Boss . . . and Lifelong Mentor: Alfred J. Coco*, 91 LAW LIBR. J. 214 (1999).

71. Turbeville was director at Southern Methodist University Law Library from 1947 to 1978. A former president of the Southwestern Association of Law Libraries, she received the Marian Gould Gallagher Distinguished Service Award in 1990.

72. "This year we experimented with a way to [provide for the educational needs of those in one or two person libraries as well as other types of librarians]. Under the brilliant direction of Lolly Gasaway, Chairwoman of our program for this meeting, we gave you a most complete subject coverage in a flexible, concurrent program arrangement. Much detailed planning had to be done to present a professional program of interest to the general membership which would also integrate with the various SIS's and their programs, who, for the first time, are all officially conducting separate programs of their own at this meeting." *Proceedings of the 71st Annual Meeting of the American Association of Law Libraries, Held at Rochester, New York, June 25–29, 1978*, *supra* note 33, at 547 (remarks of Al Coco).

¶72 The creation of special interest sections and their flourishing [has been the most significant change in AALL since I have been a member]. SISs have contributed so much to AALL and the educational content of the programs while at the same time giving more people the chance to hold leadership roles. [For the future,] continuing its excellent educational efforts is critical for AALL as law librarians have to retool for changes in the legal profession and the delivery of legal information. We are in a good position to do all of this, and should continue the face-to-face educational offerings at the annual convention. However, we must expand how we offer training. AALL should assume leadership in researching what skills will be required and how to provide them to members—perhaps through online short courses.

Margaret A. Leary[73]

¶73 My first professional role model was Eileen Thornton, director of the Oberlin College Library where I worked as a teenager. The faculty, which included my father, respected her tremendously, and from hearing them talk about her and the importance of the library to their teaching and writing, I grew up assuming that libraries were important and that it was normal for a woman to run one. Miss Thornton smoked, drank, and lived with her cousin, for whom I worked directly. I also cared for their cats when they vacationed, and saw that a woman could live happily without a traditional family. These were not lessons every young woman learned in the 1950s.

¶74 In law librarianship, Bev Pooley at Michigan exemplified management in the Socratic manner: asking me questions that required me to understand everything about the library's operation, rather than dictating solutions or even identifying problems.[74] Roy Mersky told me straight out that "providing what your faculty need" is the most important role for a librarian, warning me that other activities—such as making a big splash at AALL—were subsidiary. Roy and Mike Jacobstein inspired me during two summer institutes (Milwaukee and Berkeley) with the ways in which librarians can have intellectual lives, as well as be managers. Betty LeBus, at Indiana, took me aside during my first year at Michigan and

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73. Edited version of Margaret A. Leary, AALL Presidential Questionnaire Response (Oct. 31, 2005) (on file with author). Leary served as AALL president in 1988–89, after serving on the Executive Board from 1983 to 1986. She was program chair for the 1982 Annual Meeting in Detroit, chair of the SIS Steering Council, and president of the Minnesota Association of Law Libraries. She also chaired the Professional Development Officer, Minority Internship Funding, and Recruitment special committees, as well as the standing Preservation Committee.

74. "When I proposed what I thought was a good solution to him, I could count on Bev to uncover every possible ramification and help resolve them all. When a problem appeared to be an unresolvable dilemma (such as sharing space with the *Michigan Law Review* staff when we moved into new quarters in 1981), he found solutions. He supported my career in every possible way, from hiring me to enabling me to become the director." Margaret A. Leary, *Memorial: Beverley J. Pooley (1934–2001)*, 94 LAW LIBR. J. 177, 178, 2002 LAW LIBR. J. 12, ¶ 6.

promised to get me on the list of people who did ABA accreditation visits, which were invaluable educationally and professionally. Charlotte Dunnebacke of the State of Michigan Law Library taught me the value of connecting with the state bar and with the legislative process.

¶75 My first professional association work was as an officer with the Minnesota chapter. However, when I left the University of Minnesota Law Library to work at William Mitchell, and decided to work full-time and go to law school three-quarter time, I didn't have room for anything else. And when I graduated from William Mitchell and went to work at Michigan, I didn't put a high priority on association activity, although I attended meetings and served on committees. I began to become known nationally when I worked hard to amend the United States Code to make law school libraries eligible to be U.S. government document depositories. My real involvement with AALL came when Roger Jacobs asked me to be program chair for the 1982 meeting, in Detroit. That was great fun because Roger gave me lots of leeway. First, we figured out what the rules, mostly unwritten, were. Then we decided which rules to change so the program could be made even better. There were several firsts, many of which stirred people up—it was fun!

¶76 I felt the major challenge to AALL [during my presidential year] was how we could marshal our commitment to the values of librarianship and our knowledge of the law to become more important in the national political process of developing information policies. [Thus, from my perspective,] the greatest success [of the Association that year] was the report—and subsequent implementation of its recommendations—from the committee chaired by Bob Oakley.[75] The result was AALL's Washington Office. I had little to do with either—I suggested the committee, helped write its charge, and chose Bob to head it up, but the results came from the hard work of Oakley and his colleagues, which has to present day.

¶77 I also felt strongly that the publishers who underwrote our Annual Meeting could do more good for our profession by underwriting more scholarships and fewer parties, and I'm proud that a major change occurred that year and in following years. [In fact,] the most satisfying [part of my year as president] was helping the publishers understand that they could benefit by contributing more to our scholarship fund, even if that meant spending less on social events. [On the other hand,] the least satisfying moment was when an AALL member made this comment to me about my proposal that publishers use the money formerly spent on parties, for scholarships: "Margaret, you just don't understand. Those parties are the only time in my professional life when I feel respected and rewarded."

¶78 I'm also proud that during my presidency a potentially disruptive and divisive dispute was resolved. A conflict arose over the opening event, a rodeo, which generated a heated dispute between animal rights advocates and the local

75. Special Comm. on Nat'l Info. Policy, Am. Ass'n of Law Libraries, Interim Report, May 1, 1989, *in* 83 LAW LIBR. J. 149 (1991); Special Comm. on Nat'l Info. Policy, Am. Ass'n of Law Libraries, Final Report, May 1, 1989, *in* 83 LAW LIBR. J. 177 (1991).

arrangements people. We worked out an arrangement in which the event was held, and those who objected were able to convey to everyone information which probably brought more people over to their side than any other action could have. This solution led to a personally satisfying moment when a colleague I respected said, "Margaret, you should run for president of the United States because you can resolve any conflict."

¶79 What I remember, collectively, is the fun of meeting so many law librarians during those years. I traveled to many chapter meetings and made a point of getting to know librarians in the private sector, since there seemed to be a gap in understanding between the private and academic sector. I'll also never forget the joy of having Ruby Dee speak at the closing banquet [at the 1989 Annual Meeting in Reno] and the spirit of elation expressed to me by many African American colleagues afterwards. And best of all: my presidential suite had a clock in it, something not found in any other room in that Reno hotel.

¶80 [In closing,] all librarians should focus on how to keep the "library as place" important within their library's community. I also think we need to find ways to ensure adequate access to legal information even as publishers consolidate and electronic publishing becomes dominant. We should not be defensive, we should be proactive, in approaching these challenges.

Richard A. Danner[76]

¶81 My early professional role models were the law librarians who wrote the legal research text books.[77] I was certainly influenced in many ways by my first director, Maurice Leon, at the University of Wisconsin, and my other colleagues there, as well as by Kathie Price, who discovered me at Wisconsin during an ABA site visit and brought me to Duke when a job came open there. Being at Duke for nearly all of my career, I have always been mindful of the professional contributions of William R. (Bob) Roalfe, who built the collections of the Duke Law Library while serving as law librarian from 1931 to 1946, and whose contributions to AALL, international law librarianship, and legal education are probably unmatched by any law librarian.[78] He would be my "hero," if I have one. I have also been influenced

76. Edited version of Richard A. Danner, AALL Presidential Questionnaire Response (Dec. 5, 2005) (on file with author). Danner served as AALL president in 1989–90. He chaired the Relations with Publishers and Dealers Committee, the Special Committee on Research, and the Task Force on Strategic Partnerships, and was president of the Southeastern Association of AALL. Danner served as editor of *Law Library Journal* from 1984 to 1994, covering volumes 77–86, for which he received a special presidential award in 1994. In 2002, the Academic Law Libraries Special Interest Section honored him with its Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship.

77. *See* Frank G. Houdek, *Stories of "My First Annual Meeting,"* 88 LAW LIBR. J. 9, 27 (1996) (remembrance of Richard A. Danner).

78. For further information about Roalfe, see Michael G. Chiorazzi, *William R. Roalfe: Builder of Libraries, Scholar, Association Animal*, *in* LAW LIBRARIANSHIP: HISTORICAL PERSPECTIVES 215–60 (Laura N. Gasaway & Michael G. Chiorazzi eds., 1996).

by my contemporaries, early on by the ideals of Wes Daniels. Throughout my career, my actual role model has always been Roger Jacobs.

¶82 My first AALL involvement, through the influence of Kathie Price, was an appointment to the Committee on Relations with Publishers and Dealers in 1980–81 (CORPUD, I think we called it), where I met people like Carl Yirka, Andy Brann, and Kay Stoppel, each of whom influenced me in different ways. My first elected leadership position was as vice president/president-elect of the Southeastern chapter (SEAALL) in 1984–85; I still have no idea how I came either to be nominated or elected. One of my most satisfying and educational early professional experiences was organizing the program for the 1985 SEAALL meeting in New Orleans and learning (for the first time) that to be successful all I ever needed to do was put myself in the hands of Carol Billings and Betty Kern. My most satisfying (and enjoyable) professional activity in AALL, however, was editing *Law Library Journal*.

¶83 In 1989, the Library of Congress began a search for new law librarian, as well as an effort to incorporate the law library more closely into LC's administrative structure, despite the law library's statutory status. There were meetings, sometimes tense, to educate newly appointed Librarian of Congress James Billington about the law library; letters to Congressional committees; and other lobbying in support of the efforts of the chiefs of the foreign law divisions to preserve the traditional status of the law library. In the end, the status of the law library was maintained and I served on the initial screening committee to select a new law librarian. Kathie Price was named to the position. My strongest memory from all of this was coming across Billington at a conference reception one night, before the matter was settled, introducing myself and reminding him about our discussions regarding the law library. His response: "I am surprised to see you here; I thought that the only thing law librarians had time to do was write letters to Congress." It was a short conversation.

¶84 It [also] was the year during which we initiated the first AALL strategic planning process,[79] and the year in which the Association began to implement the recommendations of the Special Committee on National Information Policy,[80] which established the office of the Washington representative and started AALL's now well-established leadership role in questions of information policy on the national level. The strategic planning effort also began discussions that led to establishment of the first AALL research agenda.[81]

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79. AALL's first strategic plan eventually was approved by the Executive Board on Nov. 3, 1990. *The Strategic Plan 1990–94 of the American Association of Law Libraries*, 22 AALL NEWSL. 201 (1990).
80. *See supra* note 75 and accompanying text.
81. In April 1993, the Executive Board approved the Research Agenda submitted by the Special Committee on Research, chaired by Danner, as the first-ever official statement of AALL research priorities, and agreed to fund grants in support of research on the topics listed therein. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, Apr. 23–24, 1993, at 1789 (on file at AALL Headquarters, Chicago). The text of the Agenda is later included in an article by Nancy Carol Carter, chair of the newly created Research Committee. Nancy Carol Carter, *AALL Research Agenda and Grants Program*, 25 AALL NEWSL. 92, 92–93, 104 (1993).

¶85 In retrospect, I think that [year as president] was pretty much all good. Certainly, I will not forget the satisfactions of planning the Minneapolis Annual Meeting with Anne Grande and Joan Howland. I enjoyed representing the Association and the traveling, but there was that one unforgettable trip to San Francisco, then to Los Angeles, and finally to Chicago during which I became sick and useless by the time I left San Francisco. I stuck it out, mostly in bed, except for my meetings and other obligations. The worst moment was arriving late at night in Chicago and realizing that the plane I was on would continue on back to North Carolina after I got off.

¶86 [As for memorable occurrences, what stands out is] the final banquet in Minneapolis, in a dramatic, multi-tiered atrium, with—we learned on the spot—impossible acoustics. Having prepared what I thought was a suitably brilliant farewell address as president, I realized once I began (even though I was blinded by the spotlights) that no one in the place could hear anything I said. Probably the best thing for all concerned, though Penny Hazelton generously printed the thing in the next issue of the newsletter in place of her own presidential column.[82]

¶87 On more than one occasion, I have heard a now-retired academic law library director colleague express regret that he had practiced law for a few years before becoming a law librarian and realizing that it was the best job in the world. Like my friend, I suppose I drifted into librarianship, certainly into law librarianship, actually into law itself. I have always shared his sentiment about academic law librarianship, even as it has changed dramatically over the past twenty or so years due to the impacts of new technologies and changes in legal education. In my experience, these things have made law librarianship a more exciting and challenging profession than it was when I began or when I held office in AALL.

¶88 Unfortunately, I think that these sorts of changes, while making the work increasingly interesting and fulfilling, have also contributed in some ways to the possible devaluation of the professional status of law librarians. It seems likely that status and other professional issues will become of greater importance, at least for academic law librarians, in the next ten years. I think that greater attention to these issues by AALL, and forging closer relationships with allied legal organizations, such as the American Bar Association and the Association of American Law Schools, will be of increasing importance for AALL members.

Penny A. Hazelton[83]

¶89 Virginia Kelsh urged me to become a law librarian after I worked with her in

82. Richard A. Danner, *Defining "Beyond Excellence,"* 22 AALL NEWSL. 3 (1990).

83. Edited version of Penny A. Hazelton, AALL Presidential Questionnaire Response (Dec. 1, 2005) (on file with author). Hazelton served as AALL president in 1990–91, after having been a member of the Executive Board from 1984 to 1987. She served as program chair of the 1984 Annual Meeting in San Diego, as well as president of the Law Librarians of New England. She also has chaired the *Law Library Journal* Committee and the Task Force to Enhance Education for Law Librarianship. She received the Joseph L. Andrews Bibliographical Award in 1997 and the Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship in 2000.

the Boley Law Library while I was a student at the Lewis and Clark Law School. I learned a great deal from her while employed there and will never forget the great start she gave me in this profession.[84] Marian Gallagher was my teacher, mentor, and advisor while I earned my masters of law librarianship degree from the University of Washington [in 1976]. She ran a great library, had a great staff, and was highly regarded on a national level. She was my hero! I loved her sense of humor, her humble attitude, her fun-loving nature, and her expectations of outstanding work. She left a legacy that I am proud to share and continue as the director of the law library named after her.

¶90 My first professional position was as associate law librarian at the University of Maine School of Law. My boss, Don Garbrecht, really encouraged me to attend professional meetings to network and to educate myself. At one of my first Law Librarians of New England (LLNE) meetings, I met the director of Boston's Social Law Library, Edgar Bellefontaine, and his assistant, Maria Sekula. They were very welcoming and I have always thought it was my contact with them that got me started in AALL through the LLNE chapter. I was asked to run for secretary of LLNE and before I knew it I served as president [1979–81]. In an irony, years later I was to run against Edgar for the AALL vice president/president-elect position. I was fortunate to win, but always felt like the election should have gone to Edgar for his years in the profession and the mentoring he did for me and many other law librarians.

¶91 Probably my most enjoyable position was as president of AALL. I had a lot to learn about AALL, but I had spent four years on the Executive Board which I think helped. I was blessed to work with a great AALL executive director, Judy Genesen, who provided great support, wonderful ideas, and helped me be a better leader in our profession.

¶92 [During my year as president,] I was concerned about the fact that we had no information about law librarian salaries and so we started to work on what eventually became AALL's now-biennial salary survey.[85] Otherwise, it seems to me that it was just an ordinary year. By this time, the practice of having the president visit every chapter was beginning to change so that the responsibility was shared with other officers and board members. A good idea—still I have very rich memories of the people and places I visited during this time. [Finally,] I can't forget to mention the closing banquet in New Orleans. We were led into the ballroom by the Treme Brass Band; at the conclusion, Casa Samba, a Latin percussion ensemble, led a procession of floats and masked riders into the room. It felt like we were at Mardi Gras! A great way to end my presidential year.

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84. For an extended tribute to her mentor, Virginia Kelsh, see Penny A. Hazelton, *Sometimes You Need a Good Shove*, 91 LAW LIBR. J. 216 (1999).

85. In fall 1993, the Statistics Committee, chaired by Eileen Searls, produced the first-ever salary survey to cover all parts of the AALL membership. AM. ASS'N OF LAW LIBRARIES, 1993 SALARY SURVEY (1993). Under a grant from LEXIS-NEXIS, the survey results are distributed free of charge to all members. AALL has continued to conduct the salary survey on a biennial basis, and in 1999 it was expanded to include data on organizational characteristics such as the size of library budgets.

¶93 I have been happy to see the ongoing effort over the years to professionalize the AALL headquarters staff. We all have to work hard in our day jobs—having a well trained and active staff in Chicago to do the things that help support educational programs and all the rest is essential to a healthy profession. It is good to see AALL members focus more on the things within their areas of expertise, such as programming, education, lobbying, and the like, and not trying to do the technical and routine tasks that make the Association a success. There are many in our profession who liked the old days where the members did everything on the theory that we had the time and the expertise and that no one could do it better. I certainly have my disagreements from time to time with HQ, but overall this is an important change that needed to happen.

¶94 Rebuilding the profession to train the next generation of academic law library directors is the most critical [of the issues facing AALL over the next ten years]. But making sure our MLIS programs are strong and give people opportunities to learn about law librarianship is equally compelling. We need to recruit and keep great people in this profession for the future.

Mark E. Estes[86]

¶95 Al Coco and Sue Weinstein served as my professional role models. I worked with them while in law and library school. They informed my belief in professional responsibility and self-reliance. Dick and Jean Beer are my AALL heroes.[87]

¶96 I got involved [in association work] because Coco believed professional involvement to be a prerequisite for status as a professional. To continue improving and progressing, each individual must unselfishly share time and ideas. My first leadership role was as secretary for the Colorado Consortium of Law Libraries (the predecessor to the Colorado Association of Law Libraries). To date, my most satisfying and enjoyable role has been as AALL president.

¶97 I track my "year" as president as also including the years as vice president and past president. While vice president, I suggested the idea of the member open forum after the second business meeting at the Annual Meeting.[88] [Issues facing AALL during my year as president included] the retirement of Executive Director Judy Genesen and the formation of the legal division in the Special Libraries

86. Edited version of Mark E. Estes, AALL Presidential Questionnaire Response (Dec. 6, 2005) (on file with author). Estes served as AALL president in 1992–93, after chairing the program of the 1989 Annual Meeting in Reno and the Private Law Libraries Special Interest Section. He has chaired several AALL committees, including Membership/Recruitment, Constitution and Bylaws, and Government Relations. He also has served as president of the Southwestern Association of Law Libraries.

87. For more information on Dick and Jean Beer, see Byron D. Cooper, *Memorial: Richard Lambert Beer and Jean O. Beer*, 97 Law Libr. J. 411, 2005 Law Libr. J. 24.

88. On July 22, 1992, President Carolyn Ahearn introduced a new means for members to communicate with AALL leadership—the Open Forum. Conducted at the conclusion of General Business Meeting, the forum allowed anyone to present an item of interest to the assembled members without the usual constraints of parliamentary procedure. Mark Estes moderated the initial forum, a transcript of which is published at 84 Law Libr. J. 866 (1992).

Association (SLA). [As to the latter, my] greatest frustration was the rationale articulated by those who formed the SLA Legal Division that they "couldn't get involved with AALL" when AALL was in the middle of a three-year run of law firm presidents.

¶98 [Several changes have occurred in AALL in the years I have been a member which I think are worth noting.] First, the requirement that each standing committee include a member who has not previously served on a committee. Second, the possibility of automatically adjusting the dues schedule for inflation. [As for the future, it is critical that AALL] develop and maintain a membership that enjoys their work and participates in professional activities. That requires recruiting new law librarians and becoming more nimble and creative in meeting the continuing education and other professional needs of members.

Carol D. Billings[89]

¶99 Soon after I entered the profession and joined the State, Court and County Law Libraries Special Interest Section, Ed Bellefontaine was very helpful to me in my efforts to gain the support of our Supreme Court for the Law Library of Louisiana. Ed's leadership of his court's historical society served as a model for our Friends of the Law Library organization. Not only was he a visionary innovator in introducing new technology and products, but he was an extraordinarily good politician—something that I think a successful law librarian needs to become.[90]

¶100 I also have tremendous regard for Lolly Gasaway, Kathie Price, Roger Jacobs, Dick Danner, and Frank Houdek—all outstanding leaders in our profession and association. All five are universally respected for their scholarly endeavors, their writing, their administrative skills, and their generosity in mentoring other law librarians and students. Bob Oakley has made a unique contribution as our voice in Washington, gaining respect for our advocacy of access to government information. Most of all, I appreciate Hazel Johnson, Tim Coggins, and Jim Heller, who have inspired, befriended, and supported me in every conceivable way and for whom my admiration has no bounds.

¶101 Being president of AALL in 1994–95 was very challenging and often stressful, but it was tremendously satisfying to get to work with so many members around the country as well as with leaders in government, publishing, and the legal

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89. Edited version of Carol D. Billings, AALL Presidential Questionnaire Response (Dec. 6, 2005) (on file with author). Billings served as AALL president in 1994–95, after having been a member of the Executive Board from 1989 to 1992. She was president of both the New Orleans and Southeastern chapters, and also served as chair of the Council of Chapter Presidents. After chairing the State, Court and County Law Libraries Special Interest Section, she was chair of the SIS Council. She later chaired the Social Responsibilities SIS, and is currently chair of the AALL Centennial Celebration Special Committee.

90. *See generally* Carol D. Billings, *My Mentor and He Doesn't Even Know It*, 91 LAW LIBR. J. 190 (1996) (describing "the man I like to consider my mentor: Edgar Bellefontaine").

profession. It was an exciting time with so many dramatic changes taking place in the legal publishing industry—mergers, takeovers, and constantly changing company executives. Of course, the big controversy was over citation reform. I got heavily involved from the start as an advocate for the Louisiana public domain citation format, which was adopted by our Supreme Court. That led to lots of writing[91] and speaking in support of a public domain format by AALL.[92]

¶102 My major accomplishment was bringing off the National Conference on Legal Information Issues,[93] which brought many leaders in the legal profession, publishing, and government to our Annual Meeting. I have always emphasized the importance of making opportunities for those who employ law librarians to see us in action as speakers, educators, and organizers. I was thrilled with the turnout of speakers and VIPs for the national conference; it enriched the experience for all of us. I'll never forget the Saturday night opening dinner with all the AALL leadership and the VIPs. I was wearing a long-sleeved black sequin outfit and it was 107 degrees. And the air conditioning failed. But there was my chief justice at my table. It was worth the sweat!

¶103 Another accomplishment that I am proud of was my effort to strengthen our relationship with law librarians from abroad and their professional associations, especially BIALL, CALL, and IALL. Our initial discussions at the Pittsburgh meeting led to the establishment of the series of joint study institutes that continues today.[94] AALL has made great progress in welcoming our colleagues from abroad.[95]

¶104 [The biggest change in law librarianship since I have been involved is] definitely the electronic information revolution, bringing both advantages and threats. Law librarians today must be very savvy about technology and ready to respond to new challenges and opportunities. [Looking ahead,] the profession will need to re-create itself constantly, always looking for opportunities to present legal information more effectively for more people. Members of the profession will need to continue educating themselves as renaissance men and women, using

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91. *E.g.*, Carol D. Billings, *Adoption of New Public Domain Citation Format Promotes Access to Legal Information*, 41 LA. B.J. 557 (1994).
92. For a discussion of AALL's positions on public domain citations and citation reform generally, see Task Force on Citation Formats, Am. Ass'n of Law Libraries, Final Report, Mar. 1, 1995, *in* 87 LAW LIBR. J. 577 (1995).
93. The national conference was held July 15–20, 1995, in conjunction with the 88th Annual Meeting in Pittsburgh. *See* THE NATIONAL CONFERENCE ON LEGAL INFORMATION ISSUES: SELECTED ESSAYS (Timothy L. Coggins ed., AALL Publications Series No. 51, 1996).
94. On September 7–10, 1998, AALL joined with the British and Irish Association of Law Librarians and the Canadian Association of Law Libraries to cosponsor the first "Joint Study Institute" at the University of Cambridge in England. With more than sixty in attendance, the institute programs focused on the legal systems, law, and practice of law librarianship in the United Kingdom and the Republic of Ireland. Subsequent institutes have been held in 2000, at the Yale Law School ("U.S. Law and Practice in a Changing Global Environment"); in 2002, at Royal Roads University, Victoria, British Columbia, Canada ("Canadian Focus—Global View"); and in 2004, at University of Sydney, Sydney, Australia ("Australia and New Zealand—Access to the World").
95. Billings chaired the AALL Special Committee on Hospitality for Overseas Participants in 2001–02.

their talents as writers, scholars, historians, technology experts, publicists, and administrators to make it clear to those who employ us that we do what we do better than anyone else.

Patrick E. Kehoe[96]

¶105 Marian Gallagher and Viola Bird were my first professional role models. These two legends in law librarianship were the director and associate director respectively of the University of Washington Law Library where I worked for eleven years. I had been recruited in August 1956, at the age of fifteen, by the law school's dean to provide "manpower" for a one-week temporary job carting unneeded books from the law library to the dumpster. The following summer, although I was still in high school, Viola phoned and offered me a job as a student assistant in the library's circulation department. I continued to work as a student assistant throughout my college and law school days. Then in 1966, when I was a newly minted lawyer and enrolled in the university's law librarianship degree program, I became the law library's evening reference librarian. After completing my law librarianship degree in June 1968, I started work at the University of Houston Law Library as its first full-time professional assistant law librarian. The director there was Al Coco, who quickly became my third role model.

¶106 Marian, Viola, and Al shared the belief that every law librarian had a responsibility beyond that of performing well in his or her particular law library job. Each subscribed to the philosophy that law librarians had to be teachers, even though some did not teach in formal classroom settings. They had to perform research and contribute from the knowledge so acquired to the scholarly literature of the profession. They had to be of service both to the libraries that employed them and also to the universities, colleges, or other organizations of which their libraries were a part. Finally, law librarians had to be of service to the profession through involvement in the workings of its associations. Marian, Viola, and Al practiced what they espoused in a manner that set an example which, in my opinion, serves as the gold standard for all of us.[97]

¶107 Marian Gallagher is my chief AALL hero. Her contributions to the law librarianship profession were innovative and often unique. In addition to AALL, she also was a very active member and leader of other professional associations. These included her state and local bar associations, the Association of American

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96. Edited version of Patrick E. Kehoe, AALL Presidential Questionnaire Response (Dec. 5, 2005) (on file with author). Kehoe served as AALL president in 1995–96, after having been a member of the Executive Board from 1985 to 1988. He chaired several committees, including Audiovisual, *Law Library Journal*, and Education, and was the program chair for the 1992 Annual Meeting in San Francisco. He also served as business manager of *Law Library Journal* from 1975 to 1991, and was president of the Law Librarians' Society of Washington, D.C.

97. *See* Patrick E. Kehoe, *Mentors Four*, 91 LAW LIBR. J. 229 (1996) (describing how Gallagher, Bird, Coco, and Art Charpentier of Yale served as his role models).

Law Schools, and the American Bar Association. In becoming a leader in organizations outside those which were traditional law library associations, Marian instilled an appreciation in deans, senior university administrators, faculty, judges, and attorneys of the important contributions that highly skilled law librarians make in their professional settings.

¶108 My first opportunity to become involved in law library professional association work occurred shortly after I began working with Al Coco. AALL's next Annual Meeting was to be held in Houston, June 29–July 2, 1969, and Al was the chairman of the Local Arrangements Committee. He invited me to become the committee's co-vice chairperson. The Annual Meeting was a great success. Two years later, I was asked to chair one of AALL's standing committees.[98]

¶109 I always enjoyed my work for AALL, but a few of the things I did stand out as especially satisfying. Chief among these was my year as AALL's president. My two years as president of the Law Librarians' Society of Washington D.C. (1979–81), seventeen years as business manager for the *Law Library Journal*,[99] and service as program chair for AALL's 1992 Annual Meeting in San Francisco also were especially memorable.

¶110 The main challenge facing me and AALL during my year as president was to operate within the confines of a balanced budget. Several years prior to my election as president, [it was determined] that the Association's income was no longer sufficient to fund the level of services required by members. A more serious discovery was that certain information critical to remedying this situation was not being provided by AALL's financial record keeping system. Fortunately, the Board had recently hired a new executive director, Roger Parent, who was to prove himself to be an exceptionally capable planner and manager. The Board also authorized Roger to bring in a cost accountant to look at how AALL kept its financial records, and to institute changes that would bring the record keeping into line with accounting rules and provide the kinds of information the leadership needed to be able to restore the Association to operating on a balanced budget.

¶111 The process of correcting AALL's financial record keeping and planning process was pretty much completed by the time I became the vice president/president-elect in 1994. Still, much remained to be done before we could answer the remaining questions needed to again get AALL's operations back on a balanced budget basis. Getting the answers to these questions and completing the process of restoring AALL to a balanced budget was, I decided, to be the chief goal for my presidency.

¶112 As I approached taking office as president, I worked with Roger and the accountant to identify several potential new sources for revenue. After I was

98. Kehoe served as chair of the Audiovisual Committee for three years, 1971–74.

99. On July 22, 1991, President Penny A. Hazelton presented Kehoe with a Special Presidential Citation in recognition of his years of service as business manager for *Law Library Journal* (1975–91). *See Outstanding Achievements by AALL Members Highlighted at New Orleans Opening Luncheon*, 23 AALL Newsl. 478 (1991).

president, we worked with my fellow officers and the others on the Executive Board to establish new priorities and institute new procedures for authorizing and setting expenditures. Among other changes, we began ticketing two of the major meal events at the Annual Meeting. We established a strict requirement that all of AALL's educational programs and other revenue-producing activities had to be planned and budgeted to ensure that they would generate sufficient revenue to cover both their direct and indirect costs. I am pleased that by the time I left office, AALL was again operating on a balanced budget basis.

¶113 There was one other major matter which we faced, the acquisition of West Publishing by Thomson Legal Publishing. When it was first proposed, Thomson's acquisition of West was immediately seen by virtually everyone in AALL as a matter of great importance. The Executive Board quickly initiated an e-mail discussion about the matter and the questions it posed for all of us. We immediately determined that the proposed acquisition would have to be the major agenda item at our regularly scheduled spring meeting, which fortunately was to be held in Chicago the following weekend.

¶114 The Board and I decided we should meet with representatives of Thomson at the beginning of our Chicago meeting to obtain information about the proposed acquisition that we hoped would be of value when we decided on AALL's response. After meeting with two Thompson executives and deliberating among ourselves, we concluded that the most appropriate response for AALL in the acquisition matter was to remain neutral. We did, however, authorize AALL's Washington Affairs Representative to respond to a request he had received from the United States Department of Justice for certain information and other assistance so that the DOJ could better conduct the antitrust review of the proposed acquisition that the law required.[100] The acquisition of West by Thomson was completed prior to the end of my term as president.

¶115 I doubt if there are many opportunities in life as exhilarating, exciting, and satisfying as being able to serve on AALL's Executive Board and especially to be AALL's president. I was on the Board twice, and both times I found myself working with a truly dedicated yet quite diverse group of very fine fellow law librarians. My work as AALL's president and on the Board also allowed me to really get to know and appreciate all of those who served on AALL's paid staff and many of its member volunteers. I also enjoyed the opportunity that I, as president, had to communicate with members about what was happening in AALL, both in person and via the president's column in the former *AALL Newsletter*. Finally, I may have been the first AALL president to make extensive use of e-mail to communicate individually and often confidentially to members

100. Letter from Robert L. Oakley, AALL Washington Affairs Representative, to Anne K. Bingaman, Assistant Attorney General of the United States, Antitrust Division, U.S. Dep't of Justice, Proposed Merger of West Publishing with Thomson Corp. (Mar. 26, 1996), *available at* http://www.ll.georgetown.edu/aallwash/lt032696.html.

who had posted questions or comments about AALL to the Law Lib electronic discussion list.

¶116 When I first joined in the late 1960s, AALL was a much smaller organization than it is today and all of its work was performed by member volunteers. Still, it had begun to grow and many of its new members were in jobs which made it impossible for them to take on the kind of time commitments that working for AALL usually entailed. It was apparent that changes in how AALL conducted its operations were needed. One of the first of these changes was the establishment of AALL's headquarters office and the hiring of its first paid full-time staff member. Later, as the membership grew even larger and its needs for services by AALL increased still further, the paid staff was expanded to include an executive director and others. I believe that this change from an organization totally dependant on member volunteers to one where paid personnel handle most of the work has been the most important development in AALL that I have witnessed. This change has ensured that any AALL member, no matter what kind of library job he or she has, can be a volunteer for AALL and, perhaps even more important, become one of its leaders. Significantly, however, AALL remains a member driven organization, just as it was when I first joined.

Judith Meadows[101]

¶117 I was encouraged to be active [in professional associations] by my first law librarian boss, Marjorie Garson, at the Washington, D.C., office of Baker & Hostetler. My first active volunteer position was that of advertising manager for the D.C. chapter's newsletter, *Law Library Lights*. My first leadership position was that of president of the Western Pacific chapter in 1988. My most satisfying position was that of AALL president.

¶118 During my year as president, AALL was still struggling with our relationships with legal information vendors. We were establishing ourselves as independent consumers and evaluators of legal information rather than passive customers who merely attended the parties thrown during the Annual Meeting. My predecessor, Frank Houdek, and I appointed the first members of AALL's Professional Development Committee, which attempted to take educational offerings to law librarians outside of the Annual Meeting. We raised the awareness of the membership to the loss of born-digital legal information, and planned the first national summit on the topic. It was a tremendous disappointment to me that the summit was later cancelled.

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101. Edited version of Judith Meadows, AALL Presidential Questionnaire Response (Oct. 30, 2005) (on file with author). Meadows served as AALL president in 1997–98, after having been AALL treasurer from 1992 to 1995. She chaired the State, Court and County Law Libraries SIS and was president of the Western Pacific chapter. After serving as president, Meadows chaired the Professional Development Committee as well as three special committees: Authentication and Preservation of Digital Law, Planned Giving, and Permanent Public Access to Legal Information.

¶119 [In personal terms, I remember] sitting at a dinner table with Supreme Court Justice Ruth Bader Ginsberg; sharing a taxi with Helen Thomas, the "First Lady of the Press," after the dedication of the National Equal Justice Library, located at Washington College of Law of American University; and oversleeping in Washington, D.C., and missing my flight to Chicago which caused me to miss half of one of the Board meetings at which I was to preside as president!

¶120 [The most important change in AALL since I have been a member is] the Association's financial stability. When I was treasurer, we adopted our first Long Range Financial Plan, which was full of policies that have protected us, through good times and poor times.[102] I also think that the professionalization of the staff and its commitment to better communication with the members has been wonderful.

James S. Heller[103]

¶121 My first role model and AALL hero was Mike Jacobstein whom I met when I attended library school at Cal-Berkeley in 1976–77. He was the law librarian at Stanford and taught a legal research class in the library school. Before matriculating at Berkeley, I met Mr. Jacobstein in Palo Alto, at which time I found out that he, like me, was raised in Detroit. He attended Central High School the same time as my mother did (in the late 1930s), and I taught at Central in 1972–73 before I headed out to San Diego to go to law school. Because I had just received my JD from the University of San Diego, I became Mr. Jacobstein's unofficial "assistant" in the library school legal research course.

¶122 My other heroes are people I've worked with for the last two decades. At the risk of offending so many others who have made significant contributions to our profession, this group includes Donna Bausch, Carol Billings, Tim Coggins, and Gail Warren. These super law librarians give an enormous amount of energy to their libraries, to their chapters (SEAALL and VALL), and to law librarianship generally. I could name many others who have given so much of their time and energy—Marian Gallagher (who I got to know when I was at Idaho), Lolly Gasaway, Frank Houdek, Judy Meadows, Roy Mersky, Bob Oakley, and Sally Wiant. I admire Roger Parent, who during his tenure as AALL executive director guided so many AALL presidents and board members. And finally, the librarians

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102. The Association's first-ever Financial Long Range Plan, documenting AALL's approved financial principles and policies, was adopted by the Executive Board on March 11, 1995. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, March 10–11, 1995, at 2043–44 (on file at AALL Headquarters, Chicago). The plan was intended to cover the period 1995–98. For current policies, see AALL Financial Policies (Apr. 2002), *reprinted in* AALL DIRECTORY & HANDBOOK 2005–2006, at 399 (45th ed. 2005), *available at* http://www.aallnet.org/about/policy_financial.asp.

103. Edited version of James S. Heller, AALL Presidential Questionnaire Response (Nov. 8, 2005) (on file with author). Heller served as AALL president in 1998–99, after having previously chaired several AALL committees, including Copyright, Awards, and Education. He served as program chair of the 1995 Annual Meeting in Pittsburgh. He was president of both the Virginia and Southeastern chapters. He is the recipient of both the *Law Library Journal* and *AALL Spectrum* article of the year awards.

and staff members at the places I have worked—George Washington University, the Department of Justice, the University of Idaho, and William & Mary—have done so many good things for the thousands of lawyers, faculty, and students who have crossed our paths.

¶123 My involvement in AALL began around 1980 when I became a member of the AALL Copyright Committee. A year or so later I was asked to write a report on the King Research study[104] on section 108 of the Copyright Act of 1976. Out of the blue, Bob Oakley called me up and said I should send my report to *Law Library Journal*. I did, and that was my first piece in LLJ.[105] My first "official" position with AALL was as chair of the Copyright Committee in 1982–83. (I chaired the committee three times after that). The way things often work in AALL, once you become "active," you're asked to do more; I served on a variety of AALL committees, and at Carol Billings's request, I chaired the Program Committee for the 1995 Annual Meeting at which she presided. The most satisfying position? Probably being AALL president. However, serving as president of SEAALL and VALL were great experiences, . . . [a]nd serving as program chair for AALL and putting together an entire program on Western legal history for the 1988 WESTPAC Annual Meeting were wonderful experiences [because] you actually get to see results!

¶124 My biggest success [as president] has to be getting Board consensus on opening up membership in AALL,[106] [followed by] discussion and adoption at the Annual Meeting in D.C.,[107] and then membership approval [for the change in the] bylaws in fall 1999.[108] [Another success was] focusing the 1999 Annual Meeting on information policy issues—essentially a follow-up to Carol Billings's "National Conference on Legal Information Issues" at the 1995 Pittsburgh Annual Meeting.[109] My most significant failure has to be not communicating enough with my wife and sons during my presidential year.

¶125 The most important development in law librarianship to occur during my career as a law librarian? I began working at George Washington in summer 1977. In early 1978, we installed our first Lexis terminal, which was about the size of a Mini Cooper. Nuff said?

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104. KING RESEARCH, LIBRARY PHOTOCOPYING IN THE UNITED STATES (1977).
105. James S. Heller, *Report to the Copyright Office by the American Association of Law Libraries: July 30, 1982*, 75 LAW LIBR. J. 438 (1982).
106. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, Feb. 26–27, 1999, at 2660–62 (on file at AALL Headquarters, Chicago) (approving submission of proposed bylaw revisions on membership for vote during upcoming Annual Meeting).
107. *Proceedings of the 92nd Annual Meeting of the American Association of Law Libraries, Held in Washington, D.C., July 17–22, 1999*, 91 LAW LIBR. J. 731, 737–57, 760–776 (1999).
108. Members voted overwhelmingly in favor of amending the Bylaws to allow any member to enjoy all the rights of membership, except that the right to hold elective office on the Executive Board was limited to active and retired members. Press Release, American Association of Law Libraries, AALL Members Vote to Accept Proposed Bylaws Revisions (Oct. 25, 1999), *available at* http://www.aallnet.org/press/press991025.asp.
109. *See supra* ¶ 102.

¶126 Is there a critical issue that AALL should focus its attention on in the next ten years? I can think of three: (1) information policy, (2) information policy, and (3) information policy.

Margaret Maes Axtmann[110]

¶127 [My professional role models include] Jane Hammond, who encouraged all my professional interests and helped solidify my commitment to law librarianship, and Phyllis Marion, whose ability to articulate complex concepts for any audience has always inspired me. And I would admire Kay Todd for her professional contributions and leadership skills alone, but her ability to find balance between her professional and personal lives is something I still try to emulate. [As for AALL "heroes," that would be] all my technical services colleagues who labor in the trenches and seldom have their day in the limelight.

¶128 I've never had a job where I wasn't encouraged and expected to be involved in professional activities, but I also welcomed the opportunities that were available to a young librarian at a time when the Association was expanding. I never volunteered for anything that didn't interest me, and there were plenty of projects to keep me busy. [My first leadership position in a law library professional association was] chair of the Technical Services SIS, in 1981–82. [My most satisfying position was] chairing the Committee on Relations with Information Vendors (CRIV) in 2003–04 and its predecessor committee from 1983 to 1986, and being involved in the vendor relations arena for more than twenty years.

¶129 To some extent my year [as AALL president] was a transitional time, and it laid the foundations for subsequent years—a new strategic plan that focused on making a difference in the lives of the members,[111] a financial long range plan, preliminary steps to create a new price index, leadership development for SIS chairs, etc. The most enjoyable part of the year for me was meeting members from all over the country and all types of jobs, discussing the issues that face us in our libraries every day and the ways in which a professional association can help us do our work, representing AALL to outside groups, and talking about who law librarians are and what we do. I met so many interested and interesting people that year.

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110. Edited version of Margaret Maes Axtmann, AALL Presidential Questionnaire Response (Jan. 30, 2006) (on file with author). Axtmann served as AALL president in 1999–2000, after having been on the Executive Board from 1992 to 1995. She chaired both the Technical Services and Online Bibliographic Services special interest sections, as well as several AALL committees, including Relations with Publishers and Dealers, Nominations, and Education. She served as program chair of the 1991 Annual Meeting in New Orleans. She received the Renee D. Chapman Memorial Award for Outstanding Contributions in Technical Services Law Librarianship in 1994.

111. In July 2000, the Executive Board approved a new strategic plan for 2000–05. Titled "Leadership for the 21st Century: New Realities, Changing Roles," the plan established four strategic directions to be pursued by the Association during the next five years. Am. Ass'n of Law Libraries, Minutes of the AALL Executive Board, July 13–14, 2000, at 2843 (on file at AALL Headquarters, Chicago).

¶130 My presidency coincided with the year 2000, and our Public Relations Committee engineered a [turn of the century, "once in a millennium"] campaign to create a time capsule. We received contributions from the Executive Board, special interest sections, committees, and chapters to commemorate this event. The contributions were collected in the exhibit hall at the Annual Meeting in Philadelphia and shipped to AALL Archives, housed at the University of Illinois Law Library, for safekeeping until the year 2025.

¶131 [Thinking about AALL's past,] the addition of professional staff to manage the finances and activities of a growing association has made it possible for the volunteer members to devote their energies to the substance of our programs and services. [It is critical that the Association focuses on] ensuring that the quality of education for law librarianship remains high and is focused on the profession of the future.

Robert L. Oakley[112]

¶132 I was first hired at the Cornell Law Library by Lorraine Kulpa. When she interviewed me, I candidly told her that I had other plans and that I might stay for only six months or so. She said, "Well, I guess you can make something of a contribution in that amount of time." Instead of six months, I stayed at Cornell for more than ten years, and now, still in law librarianship some thirty-seven years later, I hope I have been able to "make something of a contribution."

¶133 Lorraine was my first mentor, and it was through her that I first learned about the Association and became interested in being active. Lorraine wrote variously for the *AALL Newsletter* and the "Questions and Answers" column in *Law Library Journal*, and she sometimes enlisted my help in that work. Lorraine also corresponded regularly with then President Morris Cohen, and through her I got to know him, vicariously at least. Lorraine also encouraged me—no, maybe "pushed" is a better word—to go to library school and later to law school.

¶134 Other past presidents who influenced me in either my career choice or the way I have approached it include Harry Bitner, the Cornell law librarian during most of my time there; Jane Hammond, who came to Cornell after Harry left; Jack Ellenberger, one of the most gracious people I have known; Julius Marke, who represented our copyright interests in an earlier time; Morris Cohen, whose deep devotion to scholarship has left a lasting legacy; Francis Gates, who helped me in the transition to becoming a director; Roger Jacobs, a friend and mentor

112. Edited version of Robert L. Oakley, AALL Presidential Questionnaire Response (Dec. 6, 2005) (on file with author). Oakley served as AALL president in 2000–01, after having been on the Executive Board from 1991 to 1994. After chairing the Special Committee on National Information Policy, Oakley was appointed Washington Affairs Representative in 1990, a position he continues to hold. In 1999, President James Heller awarded Oakley a presidential certificate of appreciation for promoting public access to legal information and leadership in the national information community.

over many years; and Margaret Leary, who saw the wisdom of developing a public policy voice for AALL. I also learned a great deal from my long association and friendship with our former executive director, Roger Parent.

¶135 At my first AALL meeting, I attended a meeting of the Automation and Scientific Development Committee, chaired by Betty Taylor. When Betty asked for volunteers to create a newsletter for the committee, I foolishly raised my hand, even though I wasn't actually a member of the committee. And that's where it all began.[113] A few years later, President Marion Boner, who had seen the newsletter, asked me to represent the Association to the ANSI Z-39 Committee. Eventually, President Margaret Leary asked me to chair a committee to figure out how to develop a public policy voice for AALL. The committee reported at the Reno Annual Meeting in 1989,[114] and incoming President Dick Danner asked me if I would take on the role of Washington Affairs Representative. I said "yes," and thus began a lifetime commitment to work in the public policy arena.

¶136 As with any president, there were a number of issues or challenges that I decided to grapple with. In some ways, though, the stage was already set for me, because we had just completed work on a new strategic plan, "Leadership for the 21st Century: New Realities, Changing Roles," a title that still seems current today. Three specific issues that I would mention include:

- **Publisher relations.** I was concerned about both working to improve relations between librarians and publishers and also encouraging restraint in the growth of prices from publishers. To this end, I made visits to the CEO's of the major publishers; AALL sponsored a colloquium of librarians and publishers on the topic of the "Changing Nature of Legal Research"; and AALL commissioned a study of price increases done by economist Mark McCabe, the results of which were published in *Law Library Journal*.[115]
- **Financial Planning.** Some difficult financial times were on the horizon. To begin to address those, we developed a financial plan for the Association, reviewed the performance of our investment portfolio and decided to change managers, and began to discuss and encourage individual donations to the Association.
- **Minority Recruitment.** Following up on the work of the Strategic Planning Committee, and reflecting a concern about under-representation of minority groups in librarianship, we created the Strait Scholarship to help recruit such individuals into the profession. The establishment of the scholarship was inaugurated with a gift of $150,000 to the Association by the West Publishing Company. The scholarship and West's donation are probably the things during my presidential term that I am most proud about. I remember very well the

113. *See* Robert L. Oakley, *Neither Rain, Nor Snow, Nor Hurricane . . .*, 88 LAW LIBR. J. 61, 62 (1996) (describing Oakley's first Annual Meeting in 1972, including an account of his attendance at the Automation and Scientific Development Committee meeting).

114. *See* sources cited *supra* note 75.

115. Mark J. McCabe, *Merging West and Thomson: Pro- or Anti-Competitive?* 97 LAW LIBR. J. 423, 2005 LAW LIBR. J. 25.

photo-op of my receiving the check from West. Not only was that a moment of great pride on behalf of the Association, it took on a special meaning for me since I have, at times, had to take public positions that were different from, or even in opposition to, those of West. It was especially satisfying to be able to put those differences aside and work together to do something good for the profession.

¶137 Without a doubt, the most important change that has occurred [in law librarianship during my career] is the development of electronic systems for legal research and the Internet that are fundamentally changing the nature of libraries. Because of the new systems, libraries are at some risk. Although there are ways to ensure our continuing relevance, I believe that we need to have the best people continuing to work to re-define the library and its roles for the future.

Barbara A. Bintliff[116]

¶138 I had several professional role models, most notably Marian Gallagher, Roy Mersky, and Al Coco.[117] Each taught me about different aspects of law librarianship, and each left their own imprint on my career. Mrs. Gallagher was the consummate professional. She taught librarianship and law classes, wrote on a wide range of topics, trained many law librarians, participated actively in several library and law organizations, and really shaped the entire field of law librarianship with her overarching philosophy of service, all while running an outstanding law library. Her legacy to law librarianship and AALL will survive for years.[118]

¶139 Roy Mersky is one of the most creative and forward-looking people I've ever met. He has many traits that I found in Mrs. Gallagher, but I think his real mark was in creating the Tarlton Law Library. This operation—the services, programs, personnel, collections, and facilities—has long been the standard many of us wish to achieve. Roy's ability to see connections between things others have overlooked has influenced me tremendously. He encouraged us to think outside the box; because of his example, I often find myself trying to piece together two different things to leverage their assets and minimize their shortcomings.

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116. Edited version of Barbara A. Bintliff, AALL Presidential Questionnaire Response (Dec. 5, 2005) (on file with author). Bintliff served as AALL president in 2001–02, after having previously chaired several committees, including Scholarships, Nominations, Publications Policy, and Research. She also twice served as president of the Southwestern Association of Law Libraries, and was chair of the Council of Chapter Presidents. She chaired the Academic Law Libraries Special Interest Section, and in 2005 that group honored her with the Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship.

117. *See* Barbara A. Bintliff, *Four Mentors and a Role Model*, 91 LAW LIBR. J. 193 (1999) (discussing Gallagher, Coco, and Mersky as mentors).

118. For further discussion of Marian Gallagher's influence, see Pegeen Mulhern, *Marian Gallagher's Imprint on Law Librarianship—The Advantage of Casting Bread Upon the Waters*, 98 LAW LIBR. J. 381, 2006 LAW LIBR. J. 20.

¶140 Al Coco had the drive and the ambition to make things happen. While he never had the resources that were available at many larger or better endowed institutions, he put together a library program that was an active and involved part of life at the Denver University Law School. Al encouraged us to be involved in whatever aspect of the law school's programs we could, and it was at DU, [working as a reference librarian from 1979 to 1984,] that I first got to teach and write professionally. Above all, Al always had his remarkable sense of humor. I often think that it was his ability to laugh that kept us working together as well as we did, in the face of a large student body, a heavy workload, and very small staff.

¶141 I have a couple of heroes in the field, too. Julius Marke and Morris Cohen have long been inspirational to me because of their dedication, commitment, and joy in law librarianship. They helped shape the field and were highly respected colleagues. A modern day hero is Al Podboy. I can think of few others who are as devoted to law librarianship and their colleagues as is Al. He is creative, professional, and always positive in his outlook. I enjoyed working with him on the AALL Executive Board, and learned so much from listening to and watching him.

¶142 I don't know what possessed me to join AALL and sign up for a committee when I was in library school. I think it must have been in response to Marian Gallagher's attitude that, of course, we'd all join AALL and become active members. That, and the fact that a student membership was very reasonably priced. In any event, I was actually appointed to the *Law Library Journal* Committee while I was a student member, and I enjoyed the experience so much that I kept volunteering.

¶143 My first job was in Colorado, and I immediately joined the Colorado Consortium of Law Libraries (later the Colorado Association of Law Libraries, an AALL chapter). Within a year, I was newsletter editor, and two years later I was elected president. I benefitted from that experience, although I think it came too early in my career for me to really enjoy it. Probably my most enjoyable leadership position was as chair of AALL's Research Committee (1999–2000). We were charged with updating the Association's research agenda. We probably did more work than was ever expected because we rewrote the entire document, but I learned so much about the issues facing the profession in the process. It was one of the most challenging and intellectually stimulating tasks I've ever been able to do. That it resulted in a document[119] that remains useful to the Association was an added bonus.

¶144 Some of the Association's achievements in my presidential year, 2001–02, included developing a tracking system for implementing the strategic plan, setting the stage for a successful dues increase and a bylaws change to permit electronic voting and an earlier election cycle, developing an extensive system

119. Am. Ass'n of Law Libraries, AALL Research Agenda (Nov. 4, 2000), *reprinted in* 2005–2006 AALL DIRECTORY AND HANDBOOK 517 (45th ed. 2005), *available at* http://www.aallnet.org/committee/research/agenda.asp.

of performance measures for job performance evaluation, establishing a separate awards ceremony at the Annual Meeting, completing a study that paved the way for the new Annual Meeting schedule that will be implemented in the near future, and producing of our first marketing brochures. The most significant difficulty we encountered was the economic downturn of 2001. We were unable to finance many deserving projects and initiatives, and actually spent our reserves almost completely. The Association remained in fairly good shape financially only because of the sound infrastructure created by previous Executive Boards and the monitoring and oversight from our strong headquarters staff.

¶145 The thing I found most frustrating about being president was that it was so difficult to initiate, develop, and conclude projects within one year. I felt almost dishonest when I was given credit for several projects that were completed while I was president but that had been begun by my predecessors. And I was disappointed when some of the things I started were not finished until well after I'd left office. It's not that I particularly wanted the credit, but I did want them finished under my direction. I'm glad to report that just about everything I wanted done was eventually completed, but it didn't all turn out the way I had hoped. Ah, well. I guess it's more important that the Association benefit than that I get my way!

¶146 I was president of AALL on September 11, 2001. It's hard to overestimate the impact that terrible day's events and its aftermath had on us all. AALL was affected in many ways, from the initial fear and concern about colleagues who worked in New York City and near the Pentagon, to an understandable hesitancy to travel on the part of many members, to our economic and emotional difficulties in attending meetings in large public places.

¶147 Not knowing what else to do, on September 11 I posted a brief message on the law-lib discussion list that deplored the senseless attacks and expressed our sadness for the losses suffered. I was unprepared for the anonymous hate mail I received, by return e-mail, from those who thought the attacks were justified. I foolishly replied to some of these messages, challenging their authors to step out of their anonymity and debate me publicly about the cowardice of these acts. I had no takers, but I admit to being fearful for my own safety for some time afterwards.

¶148 I was also unprepared for the extent to which our members turned to AALL for information, for comfort, and for the sense of community and support their colleagues could offer. I spent the better part of that week on the phone, listening to and crying with many law librarians who needed to work through their emotions. Over the next weeks, communications were restored to New York and we learned the extent of the damage. We saw resilience, perseverance, and dedication to the profession and its community by the New York law librarians. They remain role models for us all. I became acquainted with Christina Rattiner, then the president of LLAGNY, who was fierce in her determination to protect her group's members from well-intentioned outsiders until they were ready for us.

She was a remarkable leader and unswerving champion for her members; I admire her courage.[120]

¶149 I have been gratified to see AALL really mature as an organization during the time I've been a member. We opened a permanent headquarters office and hired a professional executive director. We began a serious strategic planning process that has served us extremely well. We established budget management procedures and created a financial structure that has given us great stability. Our governance models have been adapted by other organizations for their own use. These infrastructure developments allowed us to become contributing participants in the national librarianship scene. Of particular note is our leadership in federal governmental issues and, to a lesser extent, in state matters.

¶150 The most critical issue facing us is remaining relevant in the face of the massive changes we as a profession and a society are facing. Our past is inextricably tied to print. In the rapidly evolving electronic world, where print must share its place with other formats and will probably be replaced almost entirely by them, we need to figure out where our future lies.

Carol Avery Nicholson[121]

¶151 My professional role models include, but are not limited to, Laura (Lolly) Gasaway, Tim Coggins, and Linda Davis. Additionally, I have been inspired by the AALL presidents who came before me and were willing to "think the big thoughts" and motivate others to put those thoughts into action.

¶152 I consider Bob Oakley and Mary Alice Baish to be AALL heroes for their efforts on our behalf in regard to government relations and advocacy; and Marvin Anderson and Carol Billings for their considerable achievements and dedication to the Association while maintaining the courage to be outspoken and have fun. Other AALL heroes that I know less well, but have great admiration and respect for, include Allen Mercer Daniel and Judy Dimes-Smith. Daniel was the first African American member of AALL and the first to attend AALL Annual Meetings at a time when racism was both open and generally accepted. His grace and perseverance remain an inspiration for all who chart new paths and lead the way for others to follow.[122] Similarly, Dimes-Smith was the first African American to serve on the AALL Executive Board

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120. At the 2002 AALL Annual Meeting, Bintliff presented a presidential certificate of appreciation to the Law Library Association of Greater New York, represented by its president, Christina Rattiner, "for its leadership and professional dedication in coping with adversity caused by the attacks in New York City on September 11, 2001." *Proceedings of the 95th Annual Meeting*, 94 LAW LIBR. J. 691, 711, 2002 LAW LIBR. J. 43, ¶¶ 145–46.

121. Edited version of Carol Avery Nicholson, AALL Presidential Questionnaire Response (Nov. 30, 2005) (on file with author). Nicholson served as AALL president in 2002–03, after having been a member of the Executive Board from 1995 to 1998. She previously chaired the Online Bibliographic Services Special Interest Section and the AALL Minorities Committee. She also was president of the Southeastern chapter of AALL.

122. For more information about Daniel, see Cynthia Berry, *Allen Mercer Daniel: A Leader in Librarianship*, AALL SPECTRUM, Feb. 2000, at 12.

(1987–90), thus paving the way for others to follow. Judy also spoke eloquently and openly regarding the need for AALL to embrace diversity and its benefits.

¶153 My first involvement in law library professional association work occurred in 1986 when AALL President-elect Lolly Gasaway, who also just happened to be the new library director at the University of North Carolina-Chapel Hill where I worked, appointed me to serve on the Advisory Committee on Indexing of Periodical Literature. My first leadership position in a law library professional association was chair of the Online Bibliographic Services Special Interest Section in 1989–90. Of course I would have to say that my most satisfying and enjoyable position was having the opportunity to be the first person of color to serve as AALL president.

¶154 [Issues facing AALL during my presidential year included] implementing a plan to recover from the financial challenges caused primarily by poor attendance at the Orlando Annual Meeting (in the year following 9/11), sudden negative returns on investments after several years of exceptional growth, and unexpected expenses related to the retirement of the executive director and director of programs; hiring and transitioning to AALL's new executive director, Susan Fox, after the retirement of AALL's extremely effective executive director, Roger Parent; and dealing with threats to funding for public law libraries, especially in Florida and California. [Among the Association's "successes" during that year, one must count] spearheading AALL's first major fund-raising effort in many years and gaining broad member participation in working toward the goal of raising $100,000 for the George A. Strait Minority Scholarship Endowment. [Other achievements included the] introduction of thirty-minute programs at the Annual Meeting, which remain a popular vehicle for presenting short, timely educational programs; passage of the first dues increase since 1988, which helped lay the foundation for regaining the financial health of the Association; and appointment of the Fair Business Practices Implementation Task Force and the AALL Centennial Celebration Committee, both of which remain active and working productively for the Association.

¶155 The departure of both Executive Director Roger Parent and Director of Programs Martha Brown during my term as AALL president was an experience that I found to be both challenging and rewarding. The opportunity to work closely with AALL's excellent headquarters staff became increasingly significant as we approached the Annual Meeting with a new executive director, Susan Fox, and the newly promoted director of meetings, Pam Reisinger. Both proved to be exceptionally capable as they took on their new responsibilities.

¶156 During the course of my involvement with the Association, I have noted an increased number of librarians from a variety of positions and types of libraries serving in leadership positions. Furthermore, it is my opinion that increased diversity of the membership as a whole has enriched the Association. [Nonetheless,] during the next ten years there is likely to be a tremendous number of retirements within the profession. AALL should focus its attention on recruitment to the profession (and thus to the Association), providing educational enrichment opportunities to members, and supporting member efforts to shape the future of law librarianship in the digital age.

Janis L. Johnston[123]

¶157 I became involved in AALL first and then in the Ohio Regional Association of Law Libraries shortly thereafter. I had recently started a tenure track position and needed some service activities, so I volunteered for an AALL committee assignment. I remember thinking it was really cool to get to know other serials librarians around the country. My first leadership role came when I was elected as a member-at-large of the board of the Technical Services Special Interest Section. My satisfaction and enjoyment from leadership opportunities has only grown over the years as I've gotten to know more about the profession, AALL, and my colleagues. [In terms of my most satisfying position,] it is a toss-up between being president and treasurer of AALL. In both roles, I believe I was able to make significant contributions and learn a lot. Perhaps the opportunities I had while president to attend other national law library association events tips the scale in favor of that position. I was able to represent AALL's members and forge new relationships for all of us in a very global legal marketplace.

¶158 Perhaps the most pressing issue [during my year as president] was improving AALL's financial position. In spite of a great program and local arrangements, the 2002 AALL Annual Meeting was not successful financially due to a variety of factors—September 11, 2001, Orlando in July, etc. We covered that deficit from our current reserve fund, but none of us on the Board liked having our emergency account empty. With the support of the Board and the leadership of Treasurer Anne Matthewman and Executive Director Susan Fox HQ, we were able to rebuild our current reserve fund in record time. I think the other major issue—one that continues today—was ensuring the future of our Washington Affairs Office. We need to find additional funds to support our advocacy on information policy and to expand the office. During my term we were able to begin some long-range planning for the future of our advocacy efforts.

¶159 "Failures?" Where to start? Not being aware that Bombay had changed its name to Mumbai was probably my first of many gaffes.[124] And I wish I had

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123. Edited version of Janis L. Johnston, AALL Presidential Questionnaire Response (Dec. 6, 2005) (on file with author). Johnston served as AALL president in 2003–04, after having been AALL treasurer from 1998 to 2001. She previously chaired the Technical Services Special Interest Section and that group honored her with its Renee D. Chapman Memorial Award for Outstanding Contributions in Technical Services in 2002. She also chaired the Publications Review Committee and the Special Committee to Promote the Development of Resources for the Legal Information Community.

124. President-Elect Johnston initially announced that theme of the 2004 Annual Meeting in Boston was the alliterative "Boston to Bombay: The World of Legal Information." Press Release, American Association of Law Libraries, Boston to Bombay: The World of Legal Information (July 10, 2003), *available at* http://www.aallnet.org/press/ftdo_071003-janis.asp. Soon, however, she was reminding members that "[i]t is going to be a great meeting, so mark your calendars now: Boston to Mumbai: The World of Legal Information, July 10–14, 2004!" Janis L. Johnston, *New Realities*, AALL SPECTRUM, Nov. 2003, at 4, 4. In fact, "the name was changed [from Bombay to Mumbai] by an act of the Indian parliament in 1997. The reason for this change was that in two of the local languages, Marathi and Gujarati, the city has long been called Mumbai." Mumbai Pages, Frequently Asked Questions (Aug. 28, 2004), http://theory.tifr.res.in/bombay/faq.html.

been able to figure out how to expand our information policy advocacy to more fully encompass global policy development issues. But there were many satisfying moments during the year I was president. I met some really wonderful law librarians during my term and made many new friends. I had the opportunity to travel to some very interesting locales. Finally, I really enjoyed the 2004 Annual Meeting in Boston over which I presided. It was a nonstop marathon, but I remember standing at the podium at the closing banquet and feeling an enormous sense of accomplishment. It was a fantastic year!

¶160 [As to memorable experiences,] first the mundane: sitting crammed into a coach seat for nineteen hours from Atlanta to Cape Town, South Africa, to represent AALL at the International Association of Law Libraries meeting. I remember thinking, with my fatigued brain and cramped muscles, that we ask a lot of our presidents. The sublime: sitting at a huge wooden table with two union representatives and the executive director of the major printers trade association giving testimony to the U.S. House Committee.[125] AALL Associate Washington Affairs Representative Mary Alice Baish had written my statement, but I thought I was presenting it very well, clearly making our points and in general representing AALL and the other library associations with a fair amount of class. The ridiculous: hoping the committee members and staffers couldn't see that my feet didn't touch the floor.

¶161 I think AALL has become much more professional both in how it manages itself and in how it represents law librarians to the larger world. More importantly, as a result of its engagement in information policy advocacy efforts, the Association has become both a "trade" association as well as a professional association. That is a very positive and empowering development for all of us. However, if AALL is going to have an impact on continuing and new issues, it must become much more flexible, much more adaptable to change, and much better at anticipating trends. We can't be leaders if we're always just responding to what is happening in the larger environment in which we work.

125. *See Government Printing Office Oversight Hearing before the House Committee on Administration*, 108th Cong. (Apr. 28, 2004) (statement of AALL President Janis L. Johnston on behalf of five national library associations), *available at* http://www.ll.georgetown.edu/aallwash/st04282004.html.

Appendix
AALL Presidential Questionnaire

1. Who were your professional role models, especially as a law library and/or AALL leader? Do you have any AALL "heroes"?
2. How did you get involved in law library professional association work? What was your first leadership position in a law library professional association? Your most satisfying (or enjoyable) position?
3. What were some of the issues or challenges facing AALL during your year as its president?
4. What were the greatest "successes" (or achievements) of AALL during your year as its president? The most significant "failures"?
5. What was the most satisfying (or enjoyable) part of your year as AALL president? The least satisfying (or most disappointing)?
6. Is there any particular experience(s) or occurrence(s) that stands out in your memory, for whatever reason, about your year as AALL president?
7. What do you think is the most important development (or change) in AALL that has occurred during the course of your involvement with the Association?
8. What to do you think is the most important development (or change) in law librarianship that has occurred during your career as a law librarian?
9. Is there a critical issue(s) that AALL should focus its attention on in the next ten years?
10. Any additional comments?