

# Library Director as Change Agent

## Analysis Two

### Implementing Change in Difficult Times

Femi Cadmus

*Edward Cornell Law Librarian  
Associate Dean for Library Services  
Senior Lecturer of Law  
Cornell Law School*

The difficulties and challenges faced by Cheryl have roots in her failure to craft a clear vision for leading the library and her inability to convey its value in difficult times. Furthermore, her inefficacy in communicating effectively with key constituents in the law school and library, coupled with a lack of understanding on how to manage change, have impeded her efforts to move the library forward.

The law school dean is feeling the pressures of running a law school in a trying era for legal education. Most of the challenges in the current environment have arisen because of a declining economy, a diminishing job market for law school graduates, and an upward climb in law school tuition costs.<sup>1</sup> The negative media surrounding law school attendance has not helped matters and the competition for an increasingly smaller pool of highly qualified candidates seeking admission to law school has become more intense than ever. This situation is perhaps more acute for newer law schools and those considered not to be in the top tier.<sup>2</sup> Law school deans must administer astutely in this difficult environment further exacerbated by the U.S. News & World Report (USNWR) rankings and the corresponding quest to stay ahead in the rankings or at the very least maintain status quo.<sup>3</sup> While the rankings have been criticized in many quarters and even referred to as an abomination by a Supreme Court justice,<sup>4</sup> the unhappy reality for many deans is that the rankings continue to influence the decisions of highly qualified applicants.

Quite often this information is not communicated outside of law faculty and administration to law school staff (including the library). A full understanding of the current landscape by Cheryl's staff would create an awareness of the urgent need to

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<sup>1</sup> For a description of the rise in the cost of attending law school, see Paul Campos, *The Crisis of the American Law School*, 46 U. MICH. J. L. REFORM 177 (2012).

<sup>2</sup> In top tier law schools, the formula for successfully reaching and retaining a competitive ranking in the rankings system has put significant pressure on law deans and administrators, especially in admissions and financial aid, as they seek to attract a reduced pool of highly qualified applicants.

<sup>3</sup> For an overview of the rankings system, see Theodore P. Seto, *Understanding the U.S. News Law School Rankings*, 60 SMU L. REV. 493 (2007).

<sup>4</sup> Matthew Walter, *Sam Alito a Civil Man*, AM. SPECTATOR, May 2014, available at <http://spectator.org/articles/58731/sam-alito-civil-man>.

change the status quo. Cheryl will need to develop a plan for communicating the issues and formulating a vision for moving forward to the dean, faculty and her staff.

## Communicating to Different Constituents

### *Library Staff*

As a new director, Cheryl will need to achieve buy-in for new ideas and programs by cultivating trust among her employees. Trust can only be fully achieved by being accessible and transparent, and also by providing a means not only for communicating issues but also for receiving and responding to feedback from her staff. Without a plan in place for disseminating information in an organization, rumors and misinformation are sure to abound and she will need to develop a plan for how to best communicate issues to her entire staff. In addition, she will also need to assign a high level of urgency to the situation.<sup>5</sup> Cheryl has become a director in a library with legacy (long standing) staff who are used to doing things in a particular fashion. In fact there is no conviction or understanding that times have changed and they do not seem to recognize that continuing with the status quo is a recipe for disaster for themselves, the library, and the law school. A staff member observes that since Cheryl had arrived, she had ended the library-funded holiday parties, turning them instead into potlucks. Part of the fact pattern reads: “Every change Cheryl had made undermined what the library had accomplished in the last two decades...” Already the signs of resistance to change and a building resentment are evident. There are some in the library who are wishing for the good old days with the former director. Evidently, there is total complacency and no sense of the need or urgency for change or this complacency might be prompted by a fear of change.<sup>6</sup>

This total ignorance of the challenges of the current context probably exists because the director has failed to communicate the prevailing issues. Kotter, in his book on leading change, outlines an eight-step process for successfully implementing change.<sup>7</sup> Step one is establishing a sense of urgency, which is crucial to gaining, needed cooperation. “With complacency high, transformations usually go nowhere because few people are not even interested in working on the change problem.”<sup>8</sup> In order to establish a sense of urgency, Cheryl will need to provide a realistic and honest picture of the challenges facing the organization. She should not be afraid to share data that supports the need for drastic action including the mandated cuts imposed by the law school and the reasons behind the cuts.

Ideally in forging a plan for communicating change, a plan that incorporates individual and group meetings should be pursued. Individual meetings are essential with her management team, and staff in general should be encouraged to meet with

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<sup>5</sup> Some of the steps for leading change as outlined by John P. Kotter, *Leading Change* (2012) are discussed later, with step one focusing on establishing a sense of urgency.

<sup>6</sup> For a sometimes humorous overview of change, see Spencer Johnson, *Who Moved My Cheese: An Amazing Way to Deal with Change in Your Work and Life* (1998).

<sup>7</sup> Kotter, *supra* note 5, at 22.

<sup>8</sup> *Id.* at 37.

the director when situations call for it. For example, an employee who fears for his or her job and who is not convinced that a direct supervisor is able to address concerns should have the option of speaking with the director. Complaints, suggestions, and concerns should always be encouraged. Forums of this nature would allow staff to find their voice and enable Cheryl to respond to concerns, which in turn would minimize the likelihood of direct trips to the dean to air grievances or posting complaints on Twitter. A social media policy within the organization should provide guidelines for the types of information being shared on Twitter by an employee.<sup>9</sup> In the interim a brief memo to staff outlining expectations would be helpful. In discussions with staff, the director will need to be wise about when there is a need to know and how much can be appropriately shared. The level of confidentiality assigned to the information at hand should inform this judgment call. Sometimes, a general overview of the information is sufficient and in this case outlining that the law school relies heavily on tuition revenue and the continued viability of the law school depends largely on its ability to attract good applicants would suffice.

Managers, in particular, often have responsibility for leading teams in an organization and so require detailed and sometimes confidential information. Since managers are typically in “the middle” of the actual decision-maker and the individuals affected, implementing programs and cuts can be more challenging for them. In order to succeed, it is important that they have a full understanding of the issues. New library directors will find it useful to have regularly scheduled meetings with their team of managers, typically the heads of departments in public and technical services. Such interactions go a long way towards gaining a better understanding of day-to-day issues and also ensure that messaging is flowing smoothly from top down and from front lines to the director. Regardless of the source prompting change, communication needs to be clear, transparent, authentic, and credible. Staff should always be given an opportunity to be heard, provide feedback and air concerns.

While it is possible that the need for immediate changes may not be readily apparent, in planning with staff, it is important to communicate that the library needs to engage in long-range planning and always be several steps ahead, to avoid being caught unprepared. Providing actual examples of missteps and lost opportunities from the past, where the library has been caught unprepared would be helpful. Alternatively, real case studies from other libraries could shed some light. Thus, while some cuts or discontinuance of services have not been mandated by law school administration, the library must continue to ensure its viability by periodically reviewing collections and services. Managing change and transforming the culture of an organization is a long-term effort; it does not occur overnight.

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<sup>9</sup> A social media policy within the organization should outline clearly what can be shared on a platform like Twitter about the library. This would address the current problem of the employee complaining on Twitter. For sample law library social media policies, see *Social Media*, Am. Ass'n of Law Libr., <http://www.aallnet.org/sections/all/storage/Marketing-Outreach-Toolkit-2013/Social-Media> (last visited Oct. 9, 2014).

### *The Law School Dean*

It is paramount that regularly scheduled meetings are established with the dean, and the frequency should be mutually agreed upon. Sometimes, meetings might be law school group administrative meetings. However, it is important to have individually scheduled meetings with the Dean, subject to his or her availability. This ensures that the director is getting first-hand information about developments in the law school that might impact the library and likewise is providing the same to the dean on library developments. The director is able to communicate the challenges and, more importantly, the value and accomplishments of the library.

In this instance, the dean does not feel he has a good return on his investment in the library. This is where Cheryl needs to promote current services and plans for adding or improving services to the law school.<sup>10</sup> Libraries in this era cannot afford to dig in their traditional heels and Cheryl will need to identify areas in the law school where she can offer the services of the library. Opportunities of this nature often arise from conversations with the dean and other constituents. For example, the dean had requested formal involvement of the library in the legal writing program. While committing to undertake additional services, a good understanding must be conveyed of the extent that the library can realistically and responsibly pitch in to alleviate the issues faced by the law school without jeopardizing its position as a research facility supporting the scholarship of faculty and students. The dean should have a firm understanding of the collections budget and priorities, the vagaries of the publishing market, the organizational structure and staffing responsibilities in the library. Comparing the library's position with ABA data of peer institutions may also help to place things in proper perspective. Without communicating the value of the library in this manner, the library stands vulnerable to being perceived as irrelevant, wasteful, and consequently, highly disposable.

### *Faculty*

In making decisions about the library and especially collections, it is important that faculty be invited to be active participants in plans for reductions to the collection or in some cases the switch to digital formats. Ideally, a broad reduction should have the backing of the dean and a faculty library committee if there is one. If a faculty library committee does not exist, this is the time to advocate with the dean for establishing one. An active library committee with a membership that understands and sympathizes with the issues facing the library director is best structured if it serves in an advisory capacity and is a trusted bridge between the director and the faculty. An informational internal website with planned changes and ongoing changes could be helpful in exchanging information within these groups. It is also ideal, when feasible, to engage faculty individually to provide a context for reductions. This might be a challenging undertaking in schools with large faculty but it should be the preferred means of communication. Most faculty show an understanding and empathy when

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<sup>10</sup> For a look at current trends for services in law libraries, see Julian Aiken et al., *Not Your Parent's Law Library: A Tale of Two Academic Law Libraries*, 16 GREEN BAG 2D 13 (2012).

presented with the hard facts of limited budgets and increasing needs. A faculty liaison program where research librarians are assigned to faculty to assist with research and other library needs also presents another opportunity to directly engage faculty with plans for the collection. For example, a librarian assigned to a faculty member who teaches in the area of bankruptcy would communicate directly to that faculty member whenever a review of that subject area is taking place.

### ***Law School Administration***

Another group that Cheryl cannot afford to ignore is the dean's management group. In many law schools, members of this team which report to the dean are typically comprised of associate deans or deans of finance and administration, admissions, students, academic affairs and sometimes the law library director. For greatest impact, the law library director should be a part of this group as it plans strategically and implements programs for the law school. If this is not deemed a possibility, at the very least, the director should arrange to present the library's programs, plans, and services as well as challenges to this team on a consistent schedule.

The urgency of communicating to this group of administrators is reflected in the fact that other departments had mixed feelings towards the library and were resentful of library's larger budget but also appreciative of the research they performed for any department needing it. One department head did not seem to attribute any special skill or expertise to the library and had remarked that "if they had an additional staff person, they would be able to perform their own research." It is evident from the nature of this observation that Cheryl is not in control of the dialogue about the library outside the library (and unfortunately also within the library). This core group obviously does not understand the value of the library and even feels that hiring an additional staff member to do research would end their reliance on the library. This again is due to poor or non-existent communication of the library's value. Communicating the value of the library to this group could be more easily achieved by requesting to be added to their meetings if Cheryl is not currently considered a part of the dean's management group. This would provide Cheryl with the opportunity to share the vision and challenges of the library. Cultivating a professional and personal relationship with these senior administrators would also be beneficial and could be achieved through informal lunch meetings or even formal meetings where information can be shared.

### **Addressing the Core Issues: Collections and Personnel**

There are several issues Cheryl is grappling with and all will have to be addressed and tackled by implementing change in a traditional library most comfortable with maintaining the status quo. The two core areas that need urgent attention, collections and personnel, also constitute the biggest part of the library's budget. Cheryl has mentioned that the dean's "research interests make it possible for him to rely solely on online resources, so he struggles to understand why the library still maintains so much in print and why it continues to have so many personnel." Cheryl appears to have done all that would be possible to achieve savings in the collections, including

cancelling print and shifting to digital in most cases and entering into consortial agreements. What is not clear is how Cheryl made these wholesale decisions and if she made them strategically in consultation with faculty. Digital does not always translate to cheaper and by engaging faculty in the process she might have found that some materials could be eliminated entirely or even maintained in print as a cheaper alternative. Some libraries have established patron-driven acquisition models for monographs. This might be helpful in coping with limited budgets, so that she is only adding expensive new monographs and databases at the request of faculty. By continuously monitoring faculty's current research interests, she could also avoid purchasing materials in areas no longer under consideration by faculty.

It would also be helpful to provide the dean with a framework and context for the library's spending in the area of collections and personnel by providing a comparison of data made available by peer institutions in reports to the ABA. It is possible that Cheryl's budget is way below the mean, but the dean would not be aware if he were not provided with this information. The dean has also indicated that his use of library materials is exclusively dependent on online resources. This statement perhaps flows from a perception that online resources are widely available for many researchers and somehow provide a cost savings to the library. While it might be true that some areas of expertise can thrive solely on digital resources, this is not necessarily the case with every scholar and researcher.<sup>11</sup> Also, not everything can be easily obtained online as some materials are either available exclusively in print or are exorbitant electronically. The lingering misperception that almost everything is available online is one that librarians often have to wrestle with. It has been noted that "of the 2 million unique volumes contained in America's Law Libraries, only about 15 per cent are available in digital form."<sup>12</sup>

In terms of library equipment and hardware, every library needs to periodically review its use of technology in light of usage patterns and the heightened efficiencies of new technologies. With the increase in digital collections and the reduction of the use of microforms, Cheryl has taken the appropriate first step in reducing the number of microform readers in the library. However, she should also consider foregoing the lease option for microforms equipment and purchasing one of the reasonable high-tech smaller microform scanning equipment. Many users routinely prefer to scan materials instead of making expensive photocopies. Adding a state-of-the-art scanner would allow the library to either forego a copier, which some law libraries have elected to do or downsize to a single copier.

Reductions in collections often present the opportunity to restructure the organization's personnel as some positions become redundant with less material to catalog and process. This is the time to engage in active discussions with her management

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<sup>11</sup> Jennifer Howard, *In the Digital Era Print Still Gets Plenty of Love from Researchers and Scholars*, Chron. Higher Educ., June 26, 2014, available at <http://chronicle.com/blogs/wired-campus/in-the-digital-era-print-still-gets-plenty-of-love-from-scholars/53557>.

<sup>12</sup> Hollee Schwartz Temple's *Are Digitization and Budget Cuts Compromising History?* ABA J., May 2013 (quoting Jerry Dupont, founder Law Library Microform Consortium (LLMC)), available at [http://www.abajournal.com/mobile/mag\\_article/are\\_digitization\\_and\\_budget\\_cuts\\_compromising\\_history](http://www.abajournal.com/mobile/mag_article/are_digitization_and_budget_cuts_compromising_history).

team about what processes in technical services can be discontinued and what is absolutely core. The front line managers should have first-hand knowledge of the work in their departments and should be active participants in these discussions. Some law libraries for example have decided, to completely eliminate bindery operations after massive cuts in serials and some have even chosen to forego bindery operations entirely even without cancellations.

Cheryl has a relatively large and robust staff by most law library standards, numbering twenty in total. She has identified seven positions which will soon become open due to impending retirements. With voluntary retirements, the path to reshaping the organization is actually minimally painful as it might be possible to accomplish a restructuring and fulfill the mandate to cut 7% of the library's budget from personnel savings. Cheryl has stated that two staff with a combined salary reaching half the goal (3.5%) will be leaving one due to a resignation and the other retirement.

There are five staff members in technical services that have become redundant and cannot be retrained. It is not clear if these staff members have put in for retirement, assuming they have, then they will not be missed and Cheryl has most likely reached the law school's required 7% cut. If after consulting with supervisors and speaking with the staff members who are not retiring, a determination is made that they are not amenable to retraining, the director should assist them with seeking employment that aligns with their skills outside the library. This can be accomplished by providing HR assistance and reasonable notice of layoff.<sup>13</sup> Now, in having these conversations, evaluating and restructuring would avert situations where an employee feels overwhelmed from being saddled with work of unfilled positions. It might even be worthwhile at this point to invite a consultant to assist with implementing a lean-process improvement program.<sup>14</sup> A "lean-process" has been defined as "a customer-centric methodology used to continuously improve any process through the elimination of waste in everything you do; it is based on the ideas of "continuous incremental improvement" and "respect for people."<sup>15</sup>

Cheryl might be able to tap into her human resources and organizational development staff to assist with facilitating a discussion on process improvement, thereby avoiding any exorbitant costs associated with inviting a private consultant.

There are other obvious decisions to be made even without the benefit of having a consultant. Reference requests have declined by 20% while requests for research and instruction have increased by 10% in each of the last four years. It was also mentioned that the law school dean had requested that the librarians teach the research component of lawyering. This is a prime opportunity to demonstrate the value of the

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<sup>13</sup> Layoffs are an unfortunate reality in difficult times and (in the event that they cannot be avoided) should be handled transparently, fairly and with utmost respect to the affected employees.

<sup>14</sup> For an overview of a library implemented lean process improvement, see Richard J.W. Zwiercan et al., *Library Technical Services Process Improvement Based on LEAN* (June 23, 2012), <http://digitalscholarship.unlv.edu/libfacpresentation/87> (presentation at American Library Association Annual Conference, Anaheim, Cal.).

<sup>15</sup> NATALIE J. SAYER & BRUCE WILLIAMS, *LEAN FOR DUMMIES* (2d ed. 2012).

library by taking on teaching responsibilities. Ordinarily with limited staffing this additional responsibility might have posed a challenge, but with the decline of reference transactions this would be a good time to reevaluate the traditional reference model.<sup>16</sup> Precious time could be freed up for research and teaching by using trained student research assistants or paraprofessionals to answer the “ready reference” and directional inquiries without compromising excellent services. Cheryl should initially contact the director of the legal writing program to discuss ways in which dual degreed (JD and MLS) librarians could possibly be incorporated into teaching the research component.<sup>17</sup> If there is an agreement that this is feasible, the teaching librarians should be brought in to the discussion to flesh out details of a library involvement. Issues to be decided upon would include whether this would be a separate for-credit course or a component of the writing program, and who amongst the librarians would lead the program. It is quite possible that some librarians in Cheryl’s library have not taught or have limited teaching experience. If this were to be the case, opportunities for attending teaching workshops provided by the university and targeted towards junior faculty should be pursued. Outside of the university, opportunities also exist through webinars and on-site workshops presented by professional associations and organizations.

A final proposal should be presented to the dean, and this should address status issues. Will the new librarians have courtesy or adjunct appointments in the law school? Additional compensation in light of the current budget difficulties might not be an option, but it is possible that the dean might be willing or example to provide the library with a small amount of financial assistance for training and development of library faculty.

One other observation made by the dean was that he felt “that the school should be focusing on practice and less on scholarship. While he wanted to continue to support scholarship for faculty, he believes that the curriculum (and the collection) should shift significantly towards practical skills.” This statement by the dean highlights a new focus by law schools on experiential education and the preparation of practice-ready lawyers to stay relevant in a highly competitive market.<sup>18</sup> It has been observed that “the reality is that few law students graduate from law school ready to practice law. Studies show that the majority of law students never meet a

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<sup>16</sup> See Susan M. Ryan, *Reference Transactions Analysis: The Cost-Effectiveness of Staffing a Traditional Academic Reference Desk*, 34 J. ACAD. LIBR. 389 (2008).

<sup>17</sup> For practical discussions on teaching legal research, see *Teaching Legal Research* (Barbara Bintliff & Duncan Alford eds, 2010); see also Am. Ass’n of Law Libraries, *Principles and Standards for Legal Research Competency* (July 2013), available at <http://www.aallnet.org/Documents/Leadership-Governance/Policies/policy-legalrescompetency.pdf>.

<sup>18</sup> In August 2014, the ABA Section Legal Education and Admissions to the Bar approved a requirement of six credit hours of experiential instruction in a simulation course, law clinic, or field placement. See Section of Legal Educ. and Admissions to the Bar, Am. Bar Ass’n, *Revised Standards for Approval of Law Schools* (Aug. 2014) available at [http://www.americanbar.org/content/dam/aba/administrative/legal\\_education\\_and\\_admissions\\_to\\_the\\_bar/council\\_reports\\_and\\_resolutions/201406\\_revised\\_standards\\_clean\\_copy.authcheckdam.pdf](http://www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/council_reports_and_resolutions/201406_revised_standards_clean_copy.authcheckdam.pdf).

client or have any practical experience.”<sup>19</sup> Some law libraries are responding to this need by offering skills courses in addition to traditional legal research courses.<sup>20</sup>

With regards to shifting the collections to one that is significantly or primarily practitioner oriented this would appear to be in conflict with ABA standards for law library collections and Cheryl should bring this to the attention of the dean while remaining careful about moving towards such a drastic modification of the nature of the library’s collection.<sup>21</sup> The proper balance between a scholarly and practitioner-oriented collection needs to be maintained. So far Cheryl is on the right path by recognizing that a library cannot singlehandedly build a collection that would support all the research needs of faculty and students, and has entered into collaborative agreements for building and maintaining the library’s collection.<sup>22</sup>

The university librarian (UL) has offered to take on the law library’s technical services operations which include ordering processing and cataloging. However, in order to perform these functions, the law school would have to fund a full-time position at the university library. Cheryl also observes that the UL’s technical services department is more conversant with current cataloging practices, in particular, Resource Description and Access (RDA).<sup>23</sup> In considering this offer carefully and strategically, Cheryl will need to weigh the benefits and disadvantages. While the university library catalogers may be familiar with RDA, they would be the least familiar with the unique nature of legal materials. Furthermore without direct oversight of the operations, processing and cataloging might be subject to delays, which could be viewed with low tolerance by most faculty. The savings benefit is also questionable, as the law school would still have to fund a position in the UL to make this happen. Cheryl should tap into the expertise of the university library by getting law library catalogers trained in RDA.

This is not to say that Cheryl should not explore other opportunities for resource sharing in the area of personnel. It might be possible to share personnel in other

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<sup>19</sup> Erwin Chermersky, *Rethinking Legal Education*, 43 HARV. CR-CLL REV. 595 (2008).

<sup>20</sup> For example, the Cornell Law Library introduced an experiential course on law practice technology in the spring semester 2014. This course which provided hands on use of current technologies used in law practice as well as an analysis of the ethical issues presented by the application of changing technologies to law practice, was well received by students who took the course. One student remarked that the course was “one of the most valuable I’ve had in law school and extremely practical. I feel that this class has prepared me more for practice than any other class I have taken.”

<sup>21</sup> For a list of materials to be included in a law library’s core collection, see ABA Standards and Rules of Procedure for Approval of Law Schools 2013–2014, Interpretation 606-5, at 48 (2013), available at [http://www.americanbar.org/content/dam/aba/publications/misc/legal\\_education/Standards/2013\\_2014\\_standards\\_chapter6.authcheckdam.pdf](http://www.americanbar.org/content/dam/aba/publications/misc/legal_education/Standards/2013_2014_standards_chapter6.authcheckdam.pdf).

<sup>22</sup> One new initiative of note is a joint collection building of shared, circulating primary legal materials and started by NELLCO consortium and LIPA, the Legal Preservation Alliance is PalmPrint, Preserving America’s Legal Materials in Print. See *PALMPrint*, NELLCO, <http://www.nellco.org/?page=palmprint> (last visited Oct. 9, 2014).

<sup>23</sup> For information on RDA, see *Resource Description and Access (RDA)*, Library of Congress, <http://www.loc.gov/aba/rda/> (last updated July 7, 2014), and *About RDA*, OCLC, <https://oclc.org/rda/about.en.html> (last visited Oct. 10, 2014).

library functions or even with another law library.<sup>24</sup> It is also worthwhile exploring opportunities for collaboration with other departments, centers or institutes in the law school.<sup>25</sup> Cheryl could consider looking into the shared services model.<sup>26</sup> This model is sometimes controversial because of its focus on centralization accompanied by heavy restructuring and significant downsizing of the work force.<sup>27</sup> In the event that Cheryl decides to forge ahead with the UL's plan, she should consider opting for a pilot with regular check-ins to monitor progress. A memorandum of understanding<sup>28</sup> that incorporates at the very minimum the ABA standards for operating law libraries should be included in the pilot.

### Changing the Culture and Implementing a New Charge

A new director has opportunities to change the existing culture of the organization, but this can only be accomplished intentionally and strategically, with a sound communication plan in place and a lot of persistence and patience. In an era in which the need to prove the value of the library has become more crucial, a responsive, agile and dedicated service culture built on a high level of employee satisfaction and engagement is needed more than ever. Cheryl will need to win the support of her management team through transparency and honest communications, to effect change and create a guiding coalition of respected and credible leaders with the necessary expertise to implement change.<sup>29</sup> Establishing and communicating a clear vision that balances the current realities and somewhat ambitious goals is the next step. In communicating the vision for the transformation, Kotter mentions some helpful things to keep in mind. The vision should be imaginable, desirable, feasible, focused, flexible and communicable.<sup>30</sup>

Furthermore, leadership will need to demonstrate behaviors reflective of the change. It cannot simply be talking the talk but it must be walking the walk. If the director is talking about eliminating redundancies and building efficiencies, this must be evident for example in how the administrative unit is run. If the Director has

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<sup>24</sup> For example Duke and UNC law libraries currently share an empirical research librarian. See Taylor Fitchett et al., *Law Library Budgets in Hard Times*, 103 LAW LIBR. J. 102 (2011).

<sup>25</sup> The Cornell Law Library is currently working together with the Cornell Legal Information Institute on a linked data project to enhance the discoverability of faculty scholarship.

<sup>26</sup> A brief description of the Harvard Library shared services integrated model can be found at: Shared Services Operating Model, <http://sites.harvard.edu/icb/icb.do?keyword=k77982&pageid=icb.page496279> (last visited June 2014).

<sup>27</sup> James Cersonsky, *Harvard Library Workers Resist Top-Down Restructuring and Austerity*, Labor Notes (Feb. 12, 2013), available at <http://labornotes.org/blogs/2013/02/harvard-library-workers-resist-top-down-restructuring-and-austerity>; Sandra Y. Korn, *A Profitable Library? Harvard sacrifices its library on the altar of efficiency*, Harvard Crimson (Oct. 11, 2012), <http://www.thecrimson.com/column/the-red-line/article/2012/10/11/harvard-library-efficiency/>.

<sup>28</sup> These types of memoranda of understanding, constituting agreements between law libraries and the university library are typically confidential documents. The best approach to securing a copy is to directly contact a library director operating within a centralized or shared resources model.

<sup>29</sup> Kotter, *supra* note 5.

<sup>30</sup> *Id.* at 74.

launched a “Green Program,” reducing the cost of mass mailings from the library administrative office, resorting to email correspondence when possible reinforces the adoption of new habits and a change from the status quo.

It is easy to neglect employee morale during periods of difficulty and change. However, failure to motivate employees will most likely result in disengagement.<sup>31</sup> In order to stay the course and implement a long-range plan which is sustainable, achievements must be positively acknowledged and an environment conducive to productivity maintained. For example, an observation was made that staff holiday parties had been eliminated. While the elimination of employer-funded entertainment is a harsh reality in the current climate, there might be creative means to avoid a total long-term black out of these types of interactions which could assist in sustaining camaraderie and employee engagement. For example, one law library reeling from cuts and facing a similar situation decided that the library’s administrative team (consisting of department heads) would fund a more modest but very pleasant holiday party, with the library director covering the biggest percentage of the bill. The message that staff received in the process was that management cared and valued their contributions in difficult times. It is important for the director to be aware of the need for validation and affirmation by recognizing achievements and accomplishments during the sometimes long and tedious journey to economic recovery and stability.

Libraries are not exempt from the effects of a declining economy and diminishing resources. In fact they are typically the first to be cut when the going gets tough. Recent developments in legal education, strapped budgets, rapidly evolving technologies, and shifts to digital collections have presented opportunities to reimagine libraries and to seek out increased collaborations and new non-traditional ways of providing services and meeting the needs of patrons. Change is inevitable and successful organizations have learned to be prepared for disruption and embrace change by building a flexible and responsive culture. There has probably never been a more opportune time for the library director to be an agent of change.

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<sup>31</sup> For ways to motivate employees, see Femi Cadmus, *Happiness at Work: Rules for Employee Satisfaction and Engagement*, 22 TRENDS L. LIBR. MGMT. & TECH. 21 (2013).