

New Challenges to the Legal Profession

By Judy Davis

Prof. Michael Roster delivered the keynote address at this year's Institute. He began by describing his background, which makes him uniquely qualified to discuss the changes taking place in the legal field. Roster currently works with the Association of Corporate Counsel (ACC). Founded in 1982, the ACC has over 39,000 members and is the world's largest community of in-house counsel.

In recent years, concern has arisen that outside counsel no longer provides valuable products to their corporate clients. In September 2008, the ACC launched a project called the Value Challenge to address this problem. The Value Challenge seeks to reconnect the cost of legal services with value. Roster currently serves as steering committee co-chair of this program.

In addition to his work with the ACC and the Value Challenge, Roster teaches an upper-level contracts course at the USC Gould School of Law. His past credits also include Managing Partner at Morrison Forester and General Counsel at the Stanford Medical Center. Roster drew upon his extensive experience to highlight recent changes to the legal field and the economic challenges that accompany them.

The field of law is changing.

One of the most serious concerns in today's legal field is that cost has gotten out of control. In the past ten years, overall costs to U.S. companies increased by 20%. Legal costs, however, increased 75% in the same

continued on page 3

From the President

By Victoria Williamson

Spring is in the air and signs of change are all around us. It is a time of growth, renewal, and rebirth. I also see it as a start of better times ahead. What better way to start this season than with a turnout of more than 100 people at our 43rd Annual Institute? Congratulations to everyone who contributed to the success of this year's Institute. I was encouraged by the attendees' vibrant energy and enthusiasm that permeated the meeting room in the historic Mission Inn during the Institute. Meeting our new and not-so-new members and hearing them express their interest in becoming actively involved with our organization was definitely reenergizing and inspiring.

Putting together our annual institute is no easy task. It certainly was a big production and the people behind the scenes who did the heavy lifting deserve recognition and my gratitude. I can't thank them enough for their

excellent work. Of course, special thanks to all our sponsors and exhibitors, and their generous contributions that made our Institute enjoyable and fun! Thank you to all our speakers, AALL VIP Steven Anderson, and SANDALL VIP Anna Russell who took time out of their busy schedules to be part of our Institute. Most of all, thanks to all of you who attended our 2015 Institute. I hope you found it well worth the investment of your time.

Because springtime is also a time when we can become open to inviting changes into our lives, I invite you to take this opportunity to step up to volunteer and participate in SCALL committee work. I promise, once you take that one step to either serve on a committee or on the board, you're bound to experience a change in your life that you will appreciate. For me it started with serving on the newsletter committee, which is some of the most gratifying volunteer work that I've



Also in this issue

Job Opportunities	2
Membership News	3
Treasurer's Report	9

SCALL Institute

Riverside County Courthouse	4
People Who Need People	6
New Challenges, New Solutions	7



done. Check out the list of committees on the SCALL website and take that one step and volunteer.

This is also the time when our Nominations Committee is putting together a slate of candidates to run for the Vice-President/President Elect, Treasurer, and Board Member positions. SCALL needs you, and this is your opportunity to take a leading role in setting the direction of our organization and in the process, make a difference in

continued on page 2

continued from page 1 (President)

someone's life. SCALL is fortunate to have talented and experienced leaders who serve as mentors and provide the needed guidance to our members. I know that everyone in SCALL wants to see our members succeed and is willing to help in any way possible.

This year's Spring Meeting was held on Wednesday, March 25th at the Los Angeles County Law Library. It was wonderful joining our colleagues and learning from our speaker, William T. Tanner, Directing Attorney of the Legal Aid Society of Orange County, who discussed the topic of *Legal Incubators*, their history, different models for providing legal services, the legal aid model,

and pro bono opportunities.

This is also the time to make plans to attend the AALL Annual Meeting. It's never too early to book your hotel and airline ticket to Philadelphia, Pennsylvania. This year, SCALL is hosting the Pacific Chapters Reception, and we'll keep you posted on the details as they become available. Also, I want to take this opportunity to ask for volunteers to help with setting and staffing our SCALL exhibit table during the conference. Please contact [Antoinette Morales Tanner](#) if you are able to help out.

Victoria Williamson is the Director of the Riverside County Law Library

Job Opportunities

By Don Buffaloe

Reference Librarian; Brownstein Hyatt Farber Schreck LLP; Century City, April 9
Associate Dean for Information Services; California Western School of Law; San Diego, April 1

Blog and Newsletter Writer; JurisPro; Hermosa Beach/Work from Home, April 1
Market and Competitive Intelligence Analyst; LAC Group; Los Angeles or New York, March 31

Public Services Librarian; Thomas Jefferson School of Law; San Diego, March 11

Public Services Librarian; Pepperdine School of Law; Malibu, March 10

Temporary Research Librarian; LAC Group; Los Angeles, February 7

Research Specialist; Jackson Lewis P.C.; Los Angeles, San Francisco, Sacramento, San Diego, Newport Beach, or Seattle, January 7

Business and Legal Research Analyst; DLA Piper; Los Angeles, November 3

Librarians & Library Technical Assistants, California Department of Corrections and Rehabilitation, Statewide, Ongoing

Don Buffaloe

Chair, SCALL Placement Committee

donald.buffaloe@pepperdine.edu

Grant Recipients

Congratulations to the following members, who received grants to attend the July AALL Annual Meeting in Philadelphia:

Esther Eastman—LA Law Library

Mark A. Gediman—Best Best & Krieger LLP

Mahum Shere—Riverside County Law Library

Cornell Winston—United States Attorney's Office

Executive Board 2014-2015

President

Victoria Williamson
Riverside County Law Library
3989 Lemon St.
Riverside, CA 92501
(951) 368-0360
victoria.williamson@rclawlibrary.org

Vice-President / President-Elect

Laura Cadra
William M. Rains Library
Loyola Law School, Los Angeles
919 Albany St.
Los Angeles, CA 90015
(213) 736-1141
laura.cadra@lls.edu

Treasurer

Jessica Wimer
UCI Law Library
401 E. Peltason Dr., Ste. 2000
Irvine, CA 92697-8010
(949) 824-7293
Fax: (949) 824-9704
jwimer@law.uci.edu

Secretary

Amber Kennedy Madole
Loyola Law School
Williams M. Rains Library
919 Albany St.
Los Angeles, CA 90015
(213) 736-8389
amber.madole@lls.edu

Executive Board Members

Judy K. Davis
USC Law Library
University Park. MC0072
Los Angeles, CA 90089-0072
(213) 740-2825
Fax: (213) 740-7179
jkdavis@law.usc.edu

Michelle Tolley
Paul Hastings LLP
515 S. Flower St.
Twenty-Fifth Floor
Los Angeles, CA 90071
(213) 683-5037
michelletolley@paulhastings.com

Past President

Paul Moorman
USC Law Library
University Park. MC0072
Los Angeles, CA 90089-0072
(213) 740-2626
Fax: (213) 740-7179
pmoorman@law.usc.edu

continued from page 1 (Challenges)

timeframe. In 1978, legal expenditures comprised 0.4% of the nation's GDP. By 2008 that figure had risen to 1.8%—a 450% increase.

This situation is not sustainable, and clients have begun trying to control legal expenditures in various ways. Some complain about higher bills, and in turn, firms may reduce them, causing the firms' realization rates, or the percentage of the standard billing rate that a firm actually collects, to fall. Clients also adjust their policies to reign in spending. For example, increasing numbers of general counsel refuse to use mega firms (those with 100 lawyers or more) because many of these huge firms have conflicts, high profit margins, and other attributes that make them undesirable.

In the quest for affordable legal services, creative trends have also emerged. For example, third-party vendors now provide data about the costs of typical legal expenses—hourly rates by region, matter, and practice area, as well as expected overall costs by matter. This means clients know how much a wrongful termination matter "should" cost in Dallas, Salt Lake City, or practically anywhere else.

Alternative providers exist, as well. These companies offer legal service products directly to the public, meaning that clients have even more affordable ways to meet their needs. One such provider is Legal Zoom, an online site that offers legal documents like wills and living trusts, as well as LLC, incorporation, trademark, and registered agent services. A phenomenon known as "unbundling" has also resulted in à la carte services; for example, companies that provide only e-discovery can do it efficiently and cheaply.

Some methods of controlling legal expenses are even more outside the box. Roster related the approach of Richard Susskind, author, professor and consultant. In his own business, Susskind no longer uses outside counsel. After analyzing his legal expenditures, he learned that 95% of problems arose from the Human Resources or Health and Safety departments. So he hired a firm specializing in those areas. The firm studied and corrected

the problems, and updated Susskind's company policy manuals. Now the company rarely gets sued, and if it does, it handles the matter with its own lawyers.

These changes and more like them place increasing economic pressure on law firms. The effect does not end there, however.

Legal education is also changing.

Another facet of the challenges facing the legal field is that law students are under increasing pressure. They face mounting debt and have difficulty getting jobs, and an oversupply of lawyers only serves to exacerbate these problems.

Law schools themselves face pressure. Many make ends meet by admitting high numbers of international LLM students who pay full tuition. Increasing numbers of transfer students, who add revenue but don't affect law school rankings, also alleviate budget difficulties. Roster questioned how long such practices are sustainable.

The legal field can survive these challenges.

Despite the many changes, Roster assured us that the legal field should not despair. Other industries have faced similar challenges and survived. Anytime chaos like this exists, opportunities are not far behind. Firms that are not stuck in the old business style will be the ones to emerge. This may take time, however; change often comes at a tipping point, and many in the field are unlikely to change until they have to. Roster provided some suggestions for making the necessary changes.

Networking, both internal and external, can provide benefits like alumni connections and continuing education. Social networking and the lifetime email addresses that many law schools provide can allow the schools to stay in touch with graduates long-term. Schools can also bring alumni together physically. Roster suggested doing so by inviting them to meet once or twice a month to talk, catch up, and learn ways to improve their practices.

To address the growing concern that law schools produce graduates with no skills, the schools should return to basics—i.e. teaching useful skills. Roster used his USC contracts class as an example. He opined that most law students graduate before seeing an actual contract. His class, on the other hand, learns by analyzing real contracts, drawn from such sources as Google and Legal Zoom. Students then use what they have learned to draft a three-page contract. They typically graduate from law school already functioning at the level of a second-year associate.

Knowledge management presents another opportunity for success. Following Richard Susskind's example, providers can combine knowledge and skills to reach outcomes their clients actually need.

By using the strategies Roster described, and by thinking creatively to develop new ones, the legal field can survive the current economic challenges changed but stronger and more nimble.

Judy Davis is the Head of Access Services at USC Law Library

Membership News

Welcome, new student member!

Jessica Pierucci, Circulation Coordinator at UC Irvine Law Library

Any corrections, changes, or additions to your membership information, as well as any announcements for Membership News, should be sent to:

Judy K. Davis
Co-Chair, Membership Committee
USC Law Library
(213) 740-2189
jkdavis@law.usc.edu

Karen Skinner
Co-Chair, Membership Committee
USC Law Library
(213) 740-2615
kskinner@law.usc.edu

"It's Like Stepping into the Gilded Age": A Tour of the Riverside County Courthouse

By Paul Moorman

In California, history is usually measured in decades rather than centuries, but there are a few exceptions to this. The beautiful Riverside County Courthouse is one of them. Originally built in 1903, and lovingly restored and retrofitted in 1998 after suffering damage in the 1992 Landers and 1994 Northridge earthquakes, this courthouse is truly one of California's architectural gems.

A few lucky SCALL Institute attendees trekked to Riverside early Friday morning before the Institute to tour this slice of California history, and we were not disappointed. Bret Christensen, tour organizer, greeted us on the steps of the Courthouse and introduced us to our hosts, the Honorable Gloria Connor Trask, Judge of the Superior Court of the County of Riverside, and Desiree Cruz, Administrative Assistant for the Superior Court of the County of Riverside. Judge Trask beamed with pride as she told us about the building and its history. We learned that the Courthouse is built in the French beaux arts style, with a white facade and Ionic columns. Four sculptures sit on top of the building representing figures from Greek and Roman mythology. The two outer sculptures symbolize agriculture and industry, the two main pillars of the Riverside County economy. The two inner sculptures represent constitutional and criminal law, the foundations of a democratic republic. Also, orange trees grace the entrance of the building, symbolizing the importance of oranges in the county's history.

After learning about some of the features on the outside of the building the tour moved to the interior. Because it is still a working courthouse, we walked through security immediately as we entered. As we walked further into the building, we found ourselves in a brightly lit hallway with sun coming in from the windows lining the tall ceiling. As we entered the building I overheard a fellow tour attendee exclaim, "It's like stepping into the Gilded Age." The Courthouse was certainly built to impress. While we admired the interior, Judge Trask explained the significance of two statues located near the

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SCALL members meeting on the front steps of the Riverside County Courthouse.



The main hallway of the courthouse lets in plenty of natural light.

continued from previous page (Courthouse)

entrance. One of them is a bust of John G. Gabbert, an important jurist in Riverside County history, who represents the judiciary. The other one is a sculpture of an attorney, called The Advocate, who represents the bar.

Judge Trask then escorted us into her courtroom, also known as Department 1 or the Ceremonial Courtroom. Her courtroom looked like it belonged on a movie set, and I almost expected Perry Mason to come out and walk onto the bench while we were admiring it. The focal point was the judge's beautiful wooden bench. Carved in the paneling above it is the phrase which has become the symbol of the court, *Justitia Rei Publicae Fundamentum*, Latin for "Justice is the Foundation of the Republic."

The courtroom is crowned by a beautiful round stained-glass window that casts an amber glow throughout the room. Along the south wall, there's also a large portrait of Judge George R. Freeman, who presided over many trials in that courtroom. This includes the famous trial of Gordon Stewart Northcott, who was convicted of murdering four children in 1929, in a tragic event that became known as the Wineville Chicken Coup Murders. The 2008 movie *Changeling*, starring Angelina Jolie and directed by Clint Eastwood, was partially based on the murders and trial (although the movie was not filmed in the Courthouse).

We exited Judge Trask's courtroom through the back entrance and went down a long hallway lined with pictures of many early Riverside County Superior Court judges and gorgeous art deco light fixtures to visit a second courtroom, Department 8, which is currently used to hear probate matters. This courtroom was also quite beautiful, with dark wood paneled walls. We were then shown a "regular" courtroom, which was not quite as impressive as the previous two, but was still very nice.

All in all, the tour was a fascinating peek at a beautiful building and a little California history. Our hosts, Judge Trask and Desiree Cruz, were wonderful tour guides. Thanks to Bret Christensen for making the arrangements. What a great way to kick off the Institute!

Paul Moorman is a Senior Law Librarian at USC Law Library



Above: Historical Marker referencing similarity to the Petit Palais of the 1900 Paris Exposition.

Left: The Advocate, a sculpture to represent the bar.



Department 1, or the Ceremonial Courtroom, where Judge Gloria Connor Trask presides.



Beautiful stain glass ceiling in the Ceremonial Courtroom.

People Who Need People: Communicating Face to Face & Professional Relationship Skills Training

By Sandy Li

As working library professionals we have all experienced challenging situations where we must deal with conflict or get our messages across effectively. Ron Wheeler, Director of the Law Library and Information Resources at Suffolk University Law Library, provided an engaging presentation on how to communicate face-to-face and develop our professional skills at the 2015 SCALL Institute.

Ron explained that many organizations hire for "hard skills" but then terminate people for lack of "soft skills." He identified hard skills as the technical ability and factual knowledge one has, such as education and talents. Soft skills, he explained, are skills that allow you to use your technical abilities and knowledge effectively, encompassing behaviors such as social communication and self-management. Ron's presentation demonstrated that soft skills are just as important for a person's professional success as hard skills.

Emotional Intelligence Skills

Emotional Intelligence is the ability to sense, understand, and effectively apply the power of emotions as a source of human energy, information, and influence. Ron identified the following five basic emotional intelligence skills: self-awareness, self-management, self-motivation, empathy, and social skills. During the presentation Ron explained what each skill meant and gave examples. Below is a list defining each of these skills:

- **Self-Awareness:** Involves recognizing your own emotions and strengths and weaknesses and understanding how they influence situations. Through self-awareness, when conflict arises, you can recognize how your reactions impact your speech, thinking, and performance.

Disassociation: During conflict, be aware of disassociating, i.e. getting tunnel vision or feeling like you're floating above it all. If you do disassociate, determine if it is helpful or harmful to you.

- **Self-Management:** Involves awareness and management of how you encounter the world. It involves controlling how you internally and externally respond to people or situations, both verbally and nonverbally. Note, good self-management is not possible without self-awareness.
- **Self-Motivation:** Involves expending energy in a specific direction for a specific purpose. It also requires you to realize when and why it requires extra energy to get certain tasks done.
- **Empathy:** Involves the ability to understand and share the feeling of others. It helps you become a good team player because you can better understand the effects your actions have on others.
- **Social Skills:** Involves effective communication, being able to listen, empathize, and expressing emotions appropriately.

Examples - Exercising Emotional Intelligence Skills

With each skill, Ron had personal, memorable anecdotes from his childhood and professional experiences. For the first skill, Ron explained that self-awareness of his own triggers helped him overcome the negative emotions he had whenever he was around a particular colleague.

Ron also described an instance when self-management of his emotions enabled him to improve his rapport with an employee. He said that when the employee was continuously making negative statements to him, he had to disassociate and recognize his anger. By recognizing his anger he was able to tell himself to calm down and tell the employee how he felt. He told the employee that what she was saying was upsetting to him, and that honesty, conveyed in a calm manner, changed the tone of the conversation in a positive way.

As for self-motivation, Ron said that this is a

skill he has to exercise regularly since he has several priorities he must juggle at once. For example, to prepare for this presentation, he set aside time during the weekend to work on it, since during the week he had other projects that would take up his time.

Ron also gave an example of being empathetic. He said that he had an employee who was very diligent and was always willing to take on any assignment. However, he said that at one point he knew she had too much on her plate already and had to tell her that it might be better to offer that assignment to someone else.

Barriers to Effective Listening

With the last skill, social skills, Ron focused on barriers to effective listening. He identified several types of listeners whose listening behaviors make communication difficult. Below is a list of some of these listening behaviors:

- **Faker:** Person who pretends to be listening
- **Intelligent Listener:** Person who says things like, "Now what you're really saying is this...."
- **Rebuttal Listener:** Person who is focused on contradicting your point
- **Interrupter:** Person who interjects and doesn't acknowledge what you say
- **Happy Hooker:** Person who takes what you say to talk about themselves or to impress you
- **Helper:** Person who tries to solve the speaker's problem rather than listening

Ron had everyone at the conference break into groups and discuss what listening behavior they've done, what they see other people doing, and what they would do in those circumstances to overcome those listening be-

continued on page 8

New Challenges, New Solutions: Building on your Institutional Network

By Joy Shoemaker

Libraries are almost always part of a larger institution with key stakeholders found outside the library. In this Friday afternoon session, Stefanie Frame of Foley & Lardner and Pauline Aranas of the University of Southern California addressed how to make connections and effectively communicate within our institutions to help ensure our continued value to them.

Focus on People and Communication

Stefanie Frame's discussion focused on people and interpersonal communication with others. In libraries, people are our most important resource. While recognizing there are never enough resources or time available, we need to set aside sufficient time to determine what we should be doing and what desired outcomes best support our institutions. Returning to the basics and looking at who we are and what we are doing reminds us that libraries have never been a space, but have always been about services. As librarians, we should all take time to evaluate how to best allocate library services.

How do we do this? We should consider the interests of both internal and external clients. Connecting with internal clients, in her case attorneys, professional staff, and paraprofessionals within the law firm, has always been important, but has changed in recent years. In a law firm environment, geography is now meaningless. Because attorneys work in a virtual environment, the library staff works in a virtual environment as well. The librarians at Foley & Lardner focus on getting resources into their attorneys' hands -- where they are, whenever they need them. As a result, they have acquired more apps, ebooks, and databases, and also make a concerted effort to advertise these resources and raise awareness of what is available.

Connecting with external clients is also vital to understand what external and internal clients do, and how they do it. Engaging with external clients provides first-hand

insight into their needs and paints a more clear picture of how to support internal clients. Expanding our external connections can only help the institution succeed.

Another simple way to focus on people and communication is to start conversations to learn what your clients need. Try approaching management committees and others with a top-level voice in your institution. At Foley & Lardner, the library carved out a part of their team to work on competitive intelligence because their internal clients expressed an interest in this area. The librarians also created a two o'clock coffee break after learning their attorneys enjoy an afternoon jolt. Simple gestures like these may become the most fruitful, breaking down barriers and increasing dialog.

It is a good idea to start these conversations in unorthodox ways with untapped partners. Join a firm softball team, attend brown-bags, or attend other social events in your efforts to connect with both internal and external clients this way. Try reaching out to marketing, accounting, and IT. Partnering with those groups can lead to more efficient management of ebooks (IT), branding (marketing), and your library budget (accounting).

Because time and resources are finite, choose and commit to a communication strategy that is a little outside the box to increase your library's profile. We all know email is not a 100% effective way to communicate due in part to email overload, so try different strategies, including flyers, face time, and phone calls to help foster, maintain, and grow your connections.

Focus on Current Institutional Challenges

Pauline Aranas discussed the primary challenges facing law schools and their libraries. While law schools must focus on how to properly educate law students in the current sluggish legal environment, law libraries

must focus on how to adapt to changes in legal education.

Law schools are experiencing great pressure to attract top students given fewer applications and decreasing quality of applicants. An ABA volume summary shows that from 2010 to 2013, applications dropped by double digits each year, and continued to drop in 2014. Nine-month graduate employment rates have also dropped each year from a high of 91.9% in 2007 to 84.5% by 2013.

Additional pressures also affect law school vitality. LLM programs may not be enough for some law schools to maintain positive revenue streams, and schools nationwide are considering curriculum changes and expanding experiential learning offerings. Most recently, Washington & Lee published a dramatic strategic transition plan in February of this year.

What we do in law libraries has not fundamentally changed, but how we do it has changed as we continually adjust to a digital environment. The business model has changed from ownership to licensing, and libraries are less and less a repository, and more and more a collaborative work space. Adaptability is a skill we must use constantly. For example, most libraries will not be able to maintain a separate and independent ILS system, instead combining with main campus libraries.

How we prove the value of our libraries must also change. Metrics are needed, but libraries can no longer base reports on volume counts. Academic law libraries will probably start to lose space, like counterparts in law firms and courts. Law firms have been downsizing library space for the past twenty years. On the federal court level, the Judicial Conference is implementing a space reduction affecting many court libraries. We must reinvent how we quantify our worth by

continued on next page

continued from page 6 (People)

haviors/barriers. I found sharing my thoughts with my group members and hearing their own frustrations with certain listening behaviors cathartic and put things in perspective.

Ron's presentation provided helpful ways to address workplace challenges. He showed us that to be effective communicators one doesn't have to be born with those skills. Rather, emotional intelligence skills can be learned, and with practice and commitment, we can all be stronger team players at work.

Sandy Li is the Assistant Librarian at the U.S. Courts Library—Los Angeles

continued from previous page (Challenges)

turning the focus away from books and space and towards valuable services.

To turn these challenges into opportunities, the focus again comes back to people. Concentrate on recruiting and retaining the most skilled library staff possible. Get to know as many people in the law school as possible, including faculty, admissions officers, student services staff. This is not important just for the library director. Everyone needs to become engaged in the life of the law school. Directors might manage law reviews, administrative services, and hire technology or statistics specialists. Institutional repositories

could fall under the library umbrella. Consider imbedding librarians in clinics. Connecting with departments and staff outside the library will increase your profile and importance to the institution.

While many challenges face all law libraries today, the presenters effectively explained how we can turn opportunities to connect with our stakeholders into positive transformation for our libraries and institutions.

Joy Shoemaker is the Branch Librarian at the U.S. Court of Appeals Library—Pasadena

Committee Chairs

2014-2015

Archives

Ralph P. Stahlberg
LA Law Library
(213) 785-2535
rstahlberg@lalawlibrary.org

Awards

Jennifer A. Berman
McDermott Will & Emery LLP
(310) 551-9360
jberman@mwe.com

Budget & Finance

John Wilson
UCLA Law Library
(310) 794-4978
wilson@law.ucla.edu

Bylaws

Amy Atchison
UCLA Law Library
(310) 794-5405
atchison@law.ucla.edu

Government Relations

David McFadden
Southwestern Law School
Library
(213) 738-6726
dmcfadden@swlaw.edu

Grants

Kenneth Rudolf
University of La Verne Law
Library

(909) 460-2065
krudolf@laverne.edu

Technology— Listserv & Website

Suzie Shatarevyan
Loyola Law School Library
(213) 736-1147
shatares@lls.edu

Inner City Youth

Diana Jaque
USC Law Library
(213) 740-6482
djaque@law.usc.edu

Institute

Victoria Williamson
Riverside County Law Library
(951) 368-0360
victoria.williamson@rclawlibr.org

Library School Liaison

Stephanie Anayah
UCLA Law Library
(310) 206-4860
anayah@law.ucla.edu

Membership

Judy K. Davis, Co-Chair
USC Law Library
(213) 740-2189
jkdavis@law.usc.edu

Karen Skinner, Co-Chair
USC Law Library

(213) 740-2615
kskinner@law.usc.edu

Newsletter

Judy K. Davis
USC Law Library
(213) 740-2825
jkdavis@law.usc.edu

Christina Tsou
UCI Law Library
(949) 824-1430
ctsou@law.uci.edu

Jessica Wimer
UCI Law Library
(949) 824-7293
jwimer@law.uci.edu

Nominations

James Senter
Jones Day
(213) 243-2531
jsenter@jonesday.com

Placement

Donald Buffaloe
Pepperdine University School of
Law
(310) 506-4823
donald.buffaloe@pepperdine.edu

Professional Development

Mark Gediman
Best Best & Krieger LLP
(951) 826-8230
Mark.Gediman@BBKLAW.com

Jennifer Berman, Co-Chair
McDermott Will & Emery LLP
(310) 551-9360
jberman@mwe.com

Programs

Elyse Meyers, Co-Chair
UCLA Law Library
(213) 821-5694
meyers@law.ucla.edu

Sarah Joshi, Co-Chair
Continuing Education of the
Bar
(800) 988-4340
Sarah.Joshi@ceb.ucla.edu

Public Access to Legal Information

Elizabeth Caulfield
Court of Appeal, Second
Appellate District
(213) 830-7242
elizabeth.caulfield@jud.ca.gov

Public Relations

Antoinette Morales-Tanner
UCLA Law Library
(310) 794-4476
morales@law.ucla.edu

Relations with Vendors

Lawrence R. Meyer
Law Library for San Bernardino
County
(909) 885-3020
larrym@sblawlibrary.org



Newsletter Staff 2014-2015

Cindy Guyer
USC Law Library
(213) 740-2621
cguyer@law.usc.edu

Lisa Junghahn
UCI Law Library
(949) 824-6421
ljunghahn@law.uci.edu

Sherry L. Leysen
Fowler School of Law at Chapman
University
(714) 628-2546
leysen@chapman.edu

Sandy Li
U.S. Courts Library - Los Angeles
(213) 894-8902
Sandy_Li@lb9.uscourts.gov

Jim Senter
Jones Day
(213) 243-2531
jsenter@jonesday.com

Alyssa Thurston
Pepperdine Law School Library
(310) 506-7410
alyssa.thurston@pepperdine.edu

Editors

Judy K. Davis
USC Law Library
(213) 740-2189
jkdavis@law.usc.edu

Christina Tsou
UCI Law Library
(949) 824-1430
ctsou@law.uci.edu

Jessica Wimer
UCI Law Library
(949) 824-7293
jwimer@law.uci.edu

Compiler

Joy Shoemaker
U.S. Courts Library - Pasadena
(626) 229-7191
Joy_Shoemaker@lb9.uscourts.gov

Business Manager

Patrick Sullivan
Jones Day
(213) 243-2530
psullivan@jonesday.com

Webmaster and Listserv

Suzie Shatarevyan
Loyola Law School Library
(213) 736-1147
shatares@lls.edu

Treasurer's Report

By Jessica Wimer

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Current Balance \$45,400.30

Budget Details

Committee	Expenses	Income	Remaining Budget
Archives	\$0.00	\$0.00	\$100.00
Awards	\$0.00	\$0.00	\$400.00
Board/Pres/Vice Pres	\$591.80	\$0.00	\$3,408.20
CRIV	\$0.00	\$0.00	\$0.00
Government Relations	\$0.00	\$0.00	\$500.00
Grants	\$1,230.00	\$0.00	\$4,770.00
Information Technology	\$0.00	\$18.00	\$3,982.00
SCALL Institute	\$1,305.01	\$16,739.34	\$30,434.33
Inner City Youth	\$0.00	\$0.00	\$4,000.00
Library School Liaison	\$0.00	\$0.00	\$5,000.00
Membership	\$810.00	\$7,871.51	\$9,561.51
Newsletter	\$0.00	\$412.50	\$612.50
Nominations	\$0.00	\$0.00	\$100.00
Placement	\$0.00	\$0.00	\$0.00
Programs	\$3,465.36	\$4,504.51	\$6,039.15
Public Access Legal Info	\$0.00	\$0.00	\$150.00
Public Relations	\$188.10	\$0.00	\$111.90
Relations w/ Vendors	\$0.00	\$0.00	\$0.00
Secretary	\$576.80	\$0.00	\$423.20
Treasurer & Taxes	\$360.00	\$20.00	\$320.00
Professional Development	\$0.00	\$0.00	\$0.00

Submission Deadlines

The SCALL Newsletter team welcomes submission of any articles of interest to the law library community. Contact Christina Tsou, SCALL Newsletter Editor: ctsou@law.uci.edu.

All submissions should be received by the following dates:

May 11, 2015	May/June issue
July 13, 2015	July/August issue
September 14, 2015	September/October issue
November 9, 2015	November/December issue