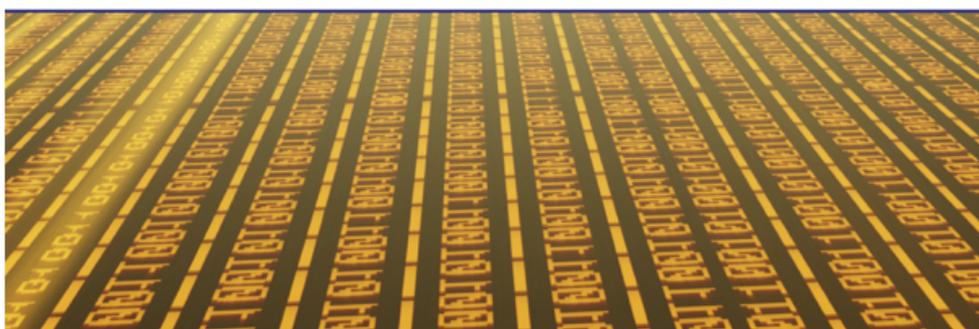


# PREVIEW

Selected excerpts from the full-report.



## Beyond Virtualization Transforming the Law Library



**Feit**  
CONSULTING

Market Trends  
Legal Information Series



Thought leaders committed to challenging existing paradigms, Feit Consulting partners with law firm administrators and legal information professionals to optimize the management and delivery of legal information resources by providing leading-edge, customized solutions.



The **Market Trends Legal Information Series** has been developed with the intention of providing objective guidance to large and medium law firm administrators on best practices relating to the management of legal information resources. The series provides critical insight, analysis and guidance not available elsewhere. Making informed decisions regarding legal information options is nearly impossible without outside advisement, largely due to the secretive nature of legal information pricing.

In each report and resource, the collected data is synthesized with knowledge from leaders in the legal information market, with a goal of providing clear, reasoned counsel. Each report covers a current topic, arming legal information administrators with pertinent and relevant information to the management of the firm's legal information resources. Collectively, the *Market Trends Legal Information Series* explores the most important components integral to a large law firm's legal information strategy.

**The current resources in the Series include:**

*Westlaw & Lexis: Path to Commoditization*

*Westlaw/Lexis Sentiment Survey Results*

*Sole Provider Viability Decision Guide*

*The Sole Provider Playbook*

*Sole Provider Survey Results*

*Optimizing Legal Information Pricing*

*Beyond Virtualization: Transforming the Law Library*

*Disruptors: Turning Continual Change to Your Advantage*

## Introduction

What exactly is a modern law library? How is its Return on Investment measured? What steps does an organization need to consider if it wants to modernize its law library?

When defining the modern law library, a few descriptions come to mind: Cutting Edge, State of the Art, Unconventional, Effective, Best Practices, Innovative Technology, Value Based Metrics, ROI.

The concept of library modernization is more than downsizing space, cancelling print and right sizing resources. It is a paradigm shift in the way law librarians and knowledge managers assess and deliver information to support their organizations. As clients demand better value for the dollars they spend, firms are taking a hard look at how they do business; analyzing their organizational structure, and evaluating the way services are delivered with an eye towards process improvement.

The role the library plays has shifted. No longer passively awaiting requests for assistance, librarians have taken on the role of innovator and change agent as they assist their organizations in assessing and creating information strategies to improve workflow and cut expense. Librarians are interdepartmental collaborators taking on new roles in competitive intelligence, client intake and knowledge management to name a few. Staffing models now run the gamut from embedded researchers in practice groups to reliance upon Membership Libraries for additional research support. As library responsibilities continue to evolve, so do the core competencies demanded of library staff.

In this white paper, our team of experts discuss challenges and opportunities of becoming a modern library as well as the various approaches to the changing role librarians and administrators play in the context of the modern library.

Don't discount what your law library can do. If you are an Administrator, be open to considering business cases for new ideas, products, or processes. If you are a Librarian or Director, think about what solutions or new value the law library can bring. And if you are an Attorney, consider the roles your legal researcher can support in terms of business development and the general business of law.

The Modern Library must continue to evolve to meet the changing needs of its organization. By being proactive to change, the law library can help its organization identify needs and solutions to aid in facilitating the flow of information to streamline workflow. Are you ready to take the challenge?



Michael Feit, May 2017

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## Section I Process & Methodology

This report is a culmination of intel from a wide array of individuals and resources. Going beyond our own scope of thinking of what defines a Modern Library, we interviewed and surveyed law librarians and administrators. Interviews were conducted with leading experts in the field. Our team of Legal Information Expert panelists provided input on topics throughout the report.

Just as the modern library is multi-faceted and ever-changing, we took a multi-faceted approach to develop an expansive definition and perspective provided here.

### **Market Research Approaches**

Data and insights were collected through the following methods:

*Interviews:* Conducted in October 2017 with leading experts in the legal information arena. These interviews revolved around how the modern library is defined, what steps the modern law librarian and administrator should take to modernize their library and how best to overcome obstacles to library modernization.

*Survey:* The Library Modernization Survey for Librarians was conducted from August through October 2017, offered to librarians and administrators. The survey was conducted online. 80 respondents completed the survey. Survey results and responses are located in Appendix I.

*Legal Information Expert Panel:* Feit Consulting has a team of experts serving on our Panel. Expert Panelists provided input on key areas throughout the paper.

### **Accuracy**

To ensure accuracy, online surveys required individuals to share their contact name and firm/organization. Any surveys with erroneous information were deleted and discounted from the survey data.

Feit Consulting has taken additional steps to ensure accuracy through random verification checks. In the verification, Feit Consulting followed up with individuals who had previously been surveyed. Any discrepancy was reviewed and corrected.

### **Confidentiality of Clients**

To protect the confidentiality of all our clients, data has only been included using the methods described above. No data was utilized directly from any specific Feit Consulting engagement, although clients of Feit Consulting were offered the opportunity to participate.

## Section II Defining the Modern Library

### ***What is the modern library?***

It is no secret that the legal sector is in flux. As clients demand better value for the dollars they spend, firms are taking a hard look at how they do business; analyzing their organizational structure, and evaluating the way services are delivered with an eye towards process improvement. Out of this structural evolution comes the Modern Law Library...

“The Library is not a place any longer, resources  
should be where the attorney is.”

- Partner, Large Law Firm

## Section III Current View of Law Libraries

It is not enough to stand on the outside and look in to tell others how to modernize. True modernization is not easy. Money, firm culture, available resources, and time all affect progress. The path of modernization will be different for every Law Library.

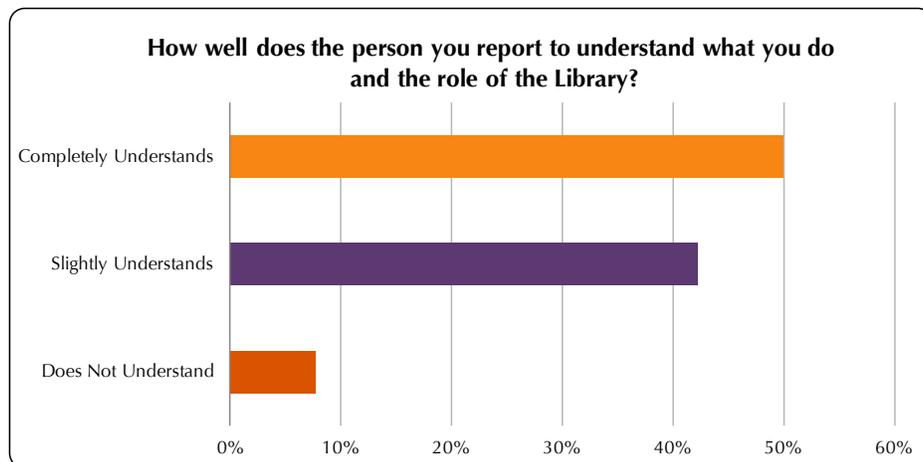
Feit Consulting surveyed Librarians and Administrators to assess the current status of where Law Libraries are today, and to understand what obstacles Law Libraries are facing with regards to modernization. Presented here are the results of our analysis...

### *Reporting*

In the last twenty years, there was a growing trend of establishing Director-level positions within the Library. However, in the last five years this trend has shifted. As staffing changes take place either due to retirement or job changes, the Director-level positions within the Library are being eliminated and renamed manager level. Feit Consulting's research shows that approximately...

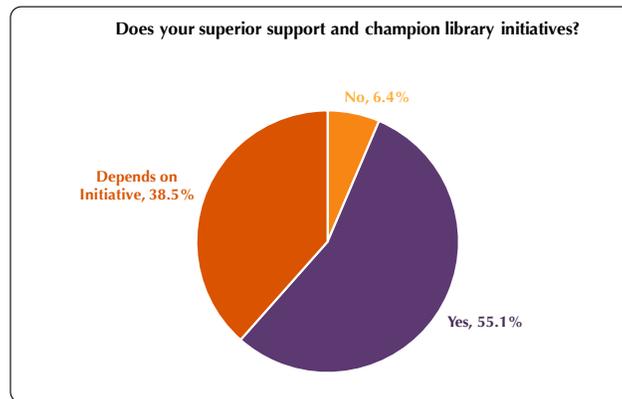
### *Understanding the Role of the Library*

A common theme amongst Administrators interviewed in Feit Consulting's research is "I don't know what I don't know. I rely on my Librarian to tell me." With ~50% of Library staff sharing that the person they report to does not understand what they do and the role of the Library is a serious threat to the Modern Library.



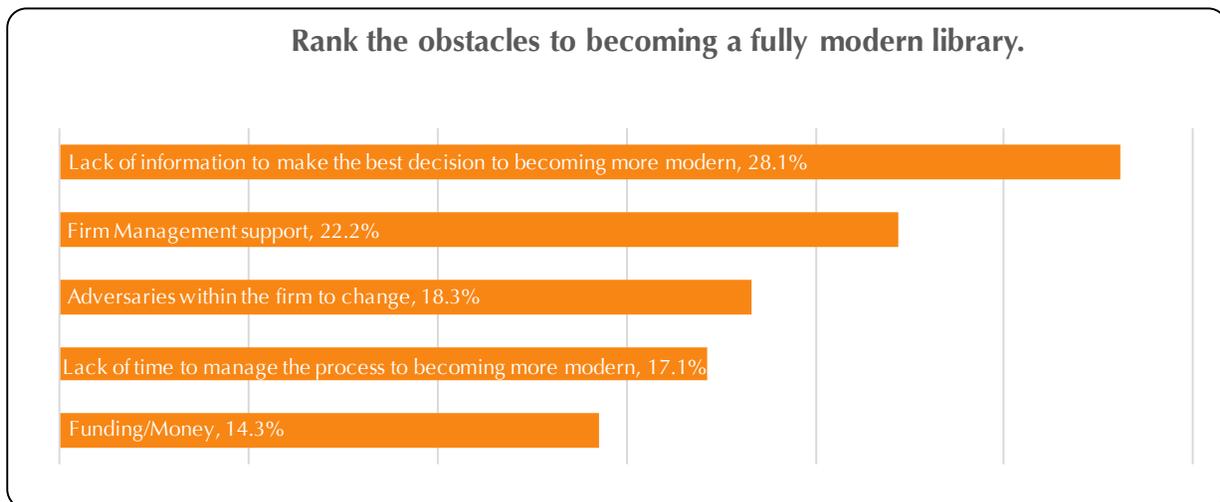
### Championing Initiatives

Understanding the Library and one's role in it correlates to whether Management support library initiatives; over 55% sharing support for initiatives.



### Obstacles to Becoming a Modern Library

In the Library Modernization Survey, respondents were asked to rank the obstacles that prohibit realizing a fully Modern Library.

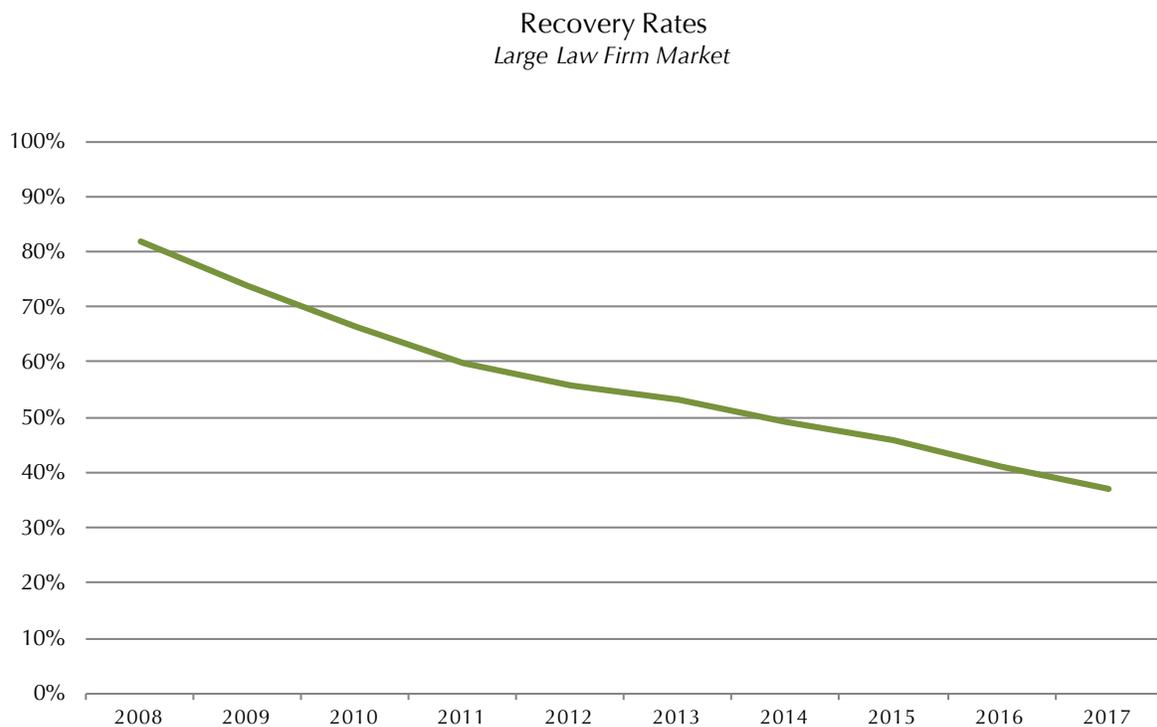


### *Strategic Planning*

Can a Library realize modernization without a strategic plan? It certainly can, however having a strategic plan provides direction and concrete goals and objectives to reaching this vision. Research showed a correlation between Law Libraries that have a strategic plan...

### *Cost Recovery*

While a majority of respondents shared that their costs are being recovered, a majority of these commented that recovery is declining or that there is little to recover. Below is Feit Consulting's market data on cost recovery for firms with greater than 100 attorneys.



## Section VI Collaboration:

### Moving Outside the Realm of Legal Research Support

While law firms have always depended on library and information professionals to support the research needs of their lawyers, the modern library is undergoing a paradigm shift. Success now depends on the library taking a more active role in the organization to help support the day to day business of law. See a need, fill a need.

At an organizational level, the Modern Library needs to embrace the concept of the Linchpin Librarian and become an indispensable and integrated resource within the organization. Librarians have relevant skill sets to help their organizations as organizers and planners. Librarians know how to analyze data and recognize relevant patterns. Building on legal research support, librarians are front-facing, customer-service-oriented with good communication skills...

## Section VII Tools of the Modern Library

The concept of the Modern Library goes hand and hand with running your Library like a business. Running a business requires being fiscally responsible, utilizing metrics to measure ROI and value, and ensuring your target audience is knowledgeable of and happy with the one's solutions and services.

The first step is to understand the various tools that exist for running the Library like a business. The Modern Library's arsenal of tools includes...



Feit Consulting advises law firms directly on all issues related to legal information. Services are customized uniquely to fit a firm's needs, short-term or long-term. Feit Consulting helps firms look at the full picture, not just the financial costs associated with their decisions.



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