



LexisNexis®

Digital Library Best Practices: Engaging your attorneys with a transformative library solution

Milbank's successful eBook deployment delivers enhanced library service amid cost challenges and space constraints.

Milbank

EXPERIENCE AT A GLANCE

Locations: With offices in New York, Los Angeles and Washington, D.C.—as well as cities around the globe—Milbank has more than 700 attorneys working in practice areas that include capital markets, corporate law, finance and financial structuring, litigation and arbitration, real estate, tax, and trusts, estates and exempt organizations.

Firm ethos: Pushing boundaries and challenging assumptions to drive exceptional results for clients has been core to the firm's ethos since its founding in 1866. Attorneys at Milbank apply that principle in providing sound counsel on high-stakes litigation matters, complex financial transactions and significant corporate deals.

Business situation: The firm has been reducing its use of paper and simplifying staff workflow, including library processes, and decreasing the physical footprints of specific offices. This year the lower Manhattan office plans to move to a new building in Hudson Yards with more modern infrastructure. In conjunction with that move, the firm will have a new library location with reduced stack space.

Solution: To save space, add capabilities and improve efficiency, Milbank adopted the LexisNexis® Digital Library as a resource for deskbooks, treatises and other titles that attorneys use regularly.

PRODUCT SUMMARY

Milbank attorneys take advantage of LexisNexis Digital Library to access legal eBooks online from virtually anywhere using firm-issued desktop and laptop computers, mobile devices and eReaders. Simple tools enable them to print book sections and make annotations for individual access.

Business Need: Library Transformation

At the large international law firm Milbank, Tweed, Hadley & McCloy LLP (Milbank), attorneys seek to push boundaries and challenge assumptions while providing sound counsel to clients on high-stakes litigation matters, complex financial transactions and significant corporate deals.

The firm's lawyers are consistently recognized with the highest rankings in Chambers USA, Benchmark Litigation and other U.S. directories, and Milbank's strong performance is regularly featured in *The American Lawyer*®, which ranked Milbank in the top twenty among all elite U.S. law firms in its most recent "A-List."

Pushing boundaries has also meant expanding internationally and growing in existing markets. And from an operational perspective, the firm keeps looking for ways to accomplish work in modern and more streamlined ways. Initiatives have brought about simplified workflow, reduced book shipping and paper use, and a reduction in the firm's physical footprint.

This account relates Milbank's successful experience in the face of new business challenges and, in that context, provides librarian best practices for meeting attorney needs using a digital library.

Relocation Drives Print Consolidation

This year everyone in the lower Manhattan office plans to say goodbye to a 100-year-old building that has a rich firm history and relocate to a new building. Paula Prudenti, associate director of library and information services for the firm, commented on positive ways the move will affect the library. “Right now a good portion of the physical library can be used only for shelved books because we don’t have electricity, phone lines or internet on that part of the floor,” she said. “We’re going to a place that’s built for us instead of a place that was built for us 100 years ago.” The new building will have modern infrastructure and amenities—but less library shelf space. To prepare, the firm has already consolidated four remote print collections into one and reduced its library stack size from 765 to 460 linear feet.

“We were told we’ll have limited space for books after we move to our new space,” said Prudenti. “We’ve been asked to cut down the print collection drastically. Where possible, we are moving books to storage.”

With regard to the overall paper reduction effort, Prudenti acknowledged that many attorneys would rather not set aside time that could be spent lawyering to oversee tasks supporting operational changes. But she added, “Overall, people understand. A lot of the attorneys are being asked to reduce the amount of paper files they have in file cabinets outside their offices—to get those scanned and digitized. So the library being reduced in size is part of that whole trend.” And she added, “Everyone’s very excited about the new space.”

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Milbank library staff in front of stacks prior to the move.
Left to right: Louis Paul, Teresa Wrenn, Matthew Ottenstein, Paula Prudenti, Sarah Kagen, Stacey DiFazio, Christine Bowersox.

Solution Details and User Advantages

One way the library team has gradually made that library space reduction possible is by providing access to LexisNexis® Digital Library. After starting with a small collection of eBooks in 2012, the firm took advantage of technology updates that have made the Digital Library easier to use—including the provision of browser-based reading made possible when LexisNexis joined forces with OverDrive. Over the years, the firm has expanded its LexisNexis digital collection from 31 to 84 titles—including a range of deskbooks and treatises, plus recent additions from the ABA and *Law Journal Press*®.

Prudenti has been at Milbank for 20 years. Prior to becoming Associate Director of Library and Information Services, she maintained the library intranet/internal portal, the library portion of the firm's internet site and library content on client extranets. She also served as a reference librarian. Now she oversees staff, budget, collections and more. Prudenti noted the following advantages the firm has gained through eBooks and LexisNexis Digital Library.

“Attorneys like being able to print a section. It’s much easier than photocopying out of a book. This feature has gotten better over time. The fact that people can print anything has been a huge plus.”

—Paula Prudenti, Associate Director of Library and Information Services, Milbank

Portability of books is significantly better for those who travel, bring books to court, read while commuting or use the firm's law books at home. Attorneys access legal eBooks online from virtually anywhere, mostly using desktop and laptop computers, but also using mobile devices and eReaders.

Flexibility means users can access the digital library via a browser from a laptop, desktop or mobile device. Those who use the browser-based tools can use their touchscreen to navigate the library. And downloading eBooks on an eReader or tablet is also an option, if desired.

Ease of use and security for browser-based access comes through the firm's virtual private network: Each attorney who uses browser-based eReading just signs into the firm's network and clicks a button to access the user's digital library account, which is securely authenticated through the firm's single sign-on tools. With this setup, said Prudenti, “We log them in seamlessly, so they don't have to log into the library separately themselves, and that makes it easier to use.”

Immediacy makes a difference for attorneys in remote offices, who don't have to wait for hard-copy book shipments from New York. Even the firm's regular pouch shipments can take four or five days. Said Prudenti, “For those users, the immediacy of the digital version was very popular from the beginning.” That kind of speed also means attorneys can receive books as they need them, in step with their workflow.

Prudenti added, “Lately we get more messages saying, ‘I have an urgent hold and need you to release this book.’ When that happens, the library team can easily see who has checked the book out from the digital library and arrange to release the book.”*

The eBook tools and features below are available to each user.

- **It’s easy to link to Lexis Advance®** online research from an eBook. Users can enjoy the familiar, book-style layout of an eBook and also have quick access to Lexis Advance.
- **Individuals make annotations** that only that person can view—and access later, even if the book is no longer checked out. Users can access their annotations from their account and identify books they want to check out again.
- **eBooks are searchable and organized like print books.** From the digital library, it’s easy to search an entire eBook set, such as a large treatise. Prudenti added, “You can easily see what sections are in what volume—it’s almost like you’re looking at the spines on the shelf.”
- **eBook sections are printable.** Prudenti noted, “Attorneys like being able to print a section. It’s much easier than photocopying out of a book. This feature has gotten better over time. The fact that people can print anything has been a huge plus.”

More Reasons Why Users Like eBooks

Prudenti said her team has especially received positive feedback on eBooks from younger associates who realize they can use a URL to get an eBook right away and don’t have to ask a partner if they can borrow the print copy when time is tight.

One partner, a corporate attorney, was very clear about the reason she likes eBooks: the ease of searching for the right form. She likes the eBook format better than using Lexis Advance online tools to search forms. And she likes eBooks better than print because she doesn’t use forms often enough to know exactly which one she wants. She can just search for a few words and quickly find the right forms.

“We’ve always bought extra print books so we would have them on hand in case someone needed one immediately. With eBooks, we can purchase them and have them available right away. We don’t have to purchase more than we need. We purchase just what we need.”

—Paula Prudenti, Associate Director of Library and Information Services, Milbank

*Now LexisNexis Digital Library offers even more flexible service models, including options for sharing an eBook across your organization without concern about licensing constraints.

Firm Business Advantages and Results

When originally considering the adoption of a digital library for part of its collection, Milbank decision makers took interest in the potential to simplify library workflow, which can result in timesavings and related cost savings.

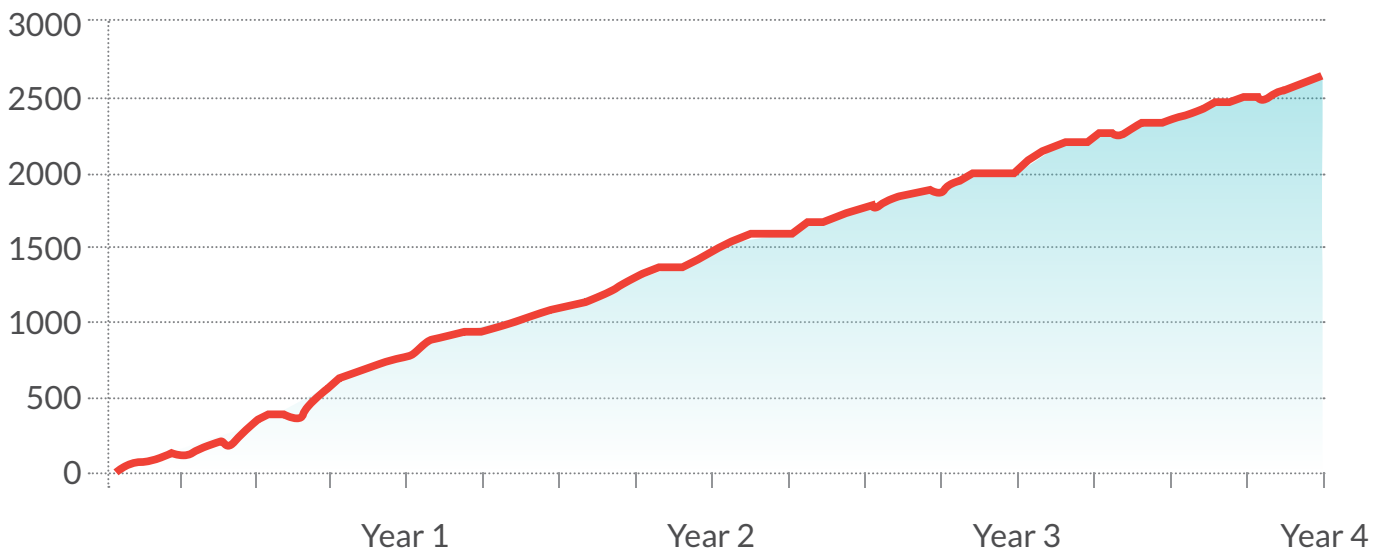
For example, library team responsibilities include maintaining the firm's digital library collection, overseeing an automated system for routing electronic periodicals, supervising librarian and library staff work in all non-New York offices, managing purchase of books and eBooks for attorneys and more. When anticipating the addition of electronic options, Prudenti quickly realized that eBooks would make providing titles more efficient: "Sending an email with an eBook URL was going to be much quicker and easier than labeling and dealing with all the process involved with print books."

The expected timesavings have turned into reality. For example, updates are more efficient with eBooks. Prudenti explained, "There's no invoice processing for updates, there's no processing of the updates themselves, no need for a filer to file the updates in. (Even if the print book is just sitting on the shelf, the physical act of filing updates involves time and multiple people.) With eBooks, it takes just a few minutes to send an email with a link."

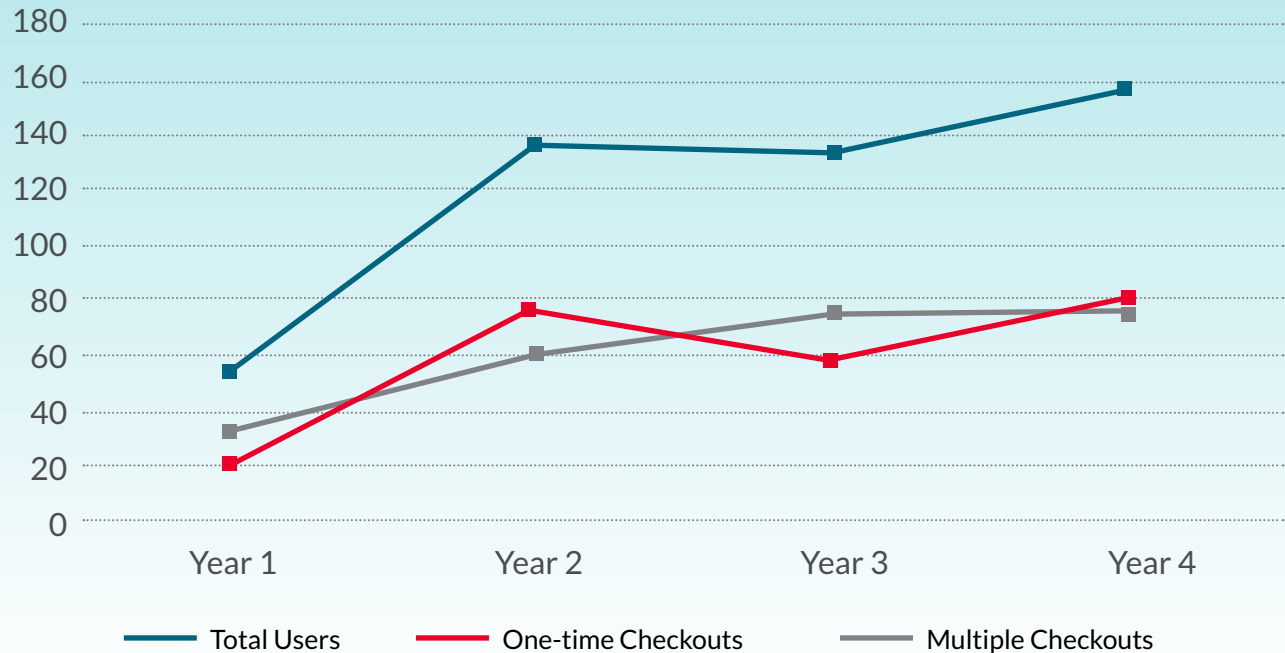
In addition, eBook purchases are easier. Said Prudenti. "For team members involved with acquisitions and cataloguing, acquiring a new eBook is just emailing our LexisNexis contact and then emailing the URL to the attorney when it's ready. That's instead of getting a box from the mailroom, processing the book, sending the book to the attorney, sending the invoice for payment—more steps, taking more time."

The timesavings multiplies with deskbook distributions: five or 10 minutes to send out an email, compared to opening boxes of 300 Gold Books, putting a name and office on every book and putting them out for the mailroom—a task that used to take a couple of days with print volume purchases.

Total Checkouts



Growth By Digital Library Users



The digital library has also enabled the firm to reduce book acquisition costs. “We’ve always bought extra print books so we would have them on hand in case someone needed one immediately,” said Prudenti. “With eBooks, we can purchase them and have them available right away. We don’t have to purchase more than we need. We purchase just what we need.”

Similarly, in the past, some attorneys were getting three or four print copies of a deskbook so they could have one at the office, one at home and one in their car. Now they have just one eBook that’s accessible no matter where they’re working.

In addition, digital library reporting makes it easier to get clear circulation data than with the print collection. For example, the firm has some tax law print books that users do not check out, so it’s hard to determine usage. “With the digital library, we never lose a book, and it’s easy to see who is using what, as well as how many times titles are circulating through,” said Prudenti. “The system gives me good statistics on whether each book is being used and how much, whether it should be eliminated and whether another copy is needed.”

Beyond providing title usage data, digital library performance statistics at Milbank have given evidence of clear initial growth, a steady climb in total checkouts, and repeat checkouts by existing users.

Library and Patron Adjustments

How have patrons responded to not having as many hard copies at their fingertips? “It’s been mixed,” Prudenti said, “but it’s working overall since we’re still meeting their needs in a timely fashion.”

She explained, “Because walk-in traffic has decreased over the years, many patrons may not even realize that we have fewer print books in stock. Typically requests come from an attorney, legal assistant or legal secretary via email or phone—not from someone walking into the library. The library professional emails an eBook URL or puts a hard copy in inter-office mail. If we can send requesters something electronically or borrow it from someone nearby, we can get it to them in a similar time frame as we could when we had more books on hand.”

The firm has decided to offer some specific titles in print only since people prefer to use them that way—for example, the LexisNexis® A.S. Pratt® titles on consumer credit, lender liability, banking, mortgages and related topics. In addition, to make sure users have what they need, she said, “We’ve also made an effort not to completely cut print for anything that is being used, even if it’s being used just once a year.”

The firm keeps at least one print copy of major titles—even large, heavily used treatises like *Collier on Bankruptcy*®. In the case of this set, the firm now has one hard copy instead of three.

That reduction in *Collier on Bankruptcy* print sets came with significant support and input from a bankruptcy partner who is now retired. He liked the idea of eBooks and strategized with the library team about ways to better engage people with eBooks available for bankruptcy. “He talked to some of the department members and we worked together to create a hyperlinked *Collier* table of contents PDF,” Prudenti said. “He told virtually every new associate in the bankruptcy practice area to get the eBook and use the Table of Contents. We ran a couple of training sessions specifically for the bankruptcy department regarding bankruptcy eBooks.”

After the training, users benefited from new advantages. With print books, pages could be missing or the volume needed might be at a partner’s desk. Each individual can use the eBook, along with print and annotation tools, anytime. Prudenti recalled a particular perspective of the bankruptcy partner who championed eBooks: “If we couldn’t eliminate the print set, he wanted to get it down to just one set. He felt multiple print sets were a waste of time and space.”

Building Adoption to Meet User Needs

Building familiarity with LexisNexis Digital Library and growing usage is an ongoing endeavor—as promotion of other library resources tends to be. Prudenti works with the library team to make sure full associates, lateral associates and summer associates receive initial training on the digital library when they join and also receive periodic reminders to take advantage of digital resources, automatic updates and digital tools whenever the time is right for them.

“The attorneys are focused on the work they are doing that day,” said Prudenti. “If eBooks aren’t relevant to them at the moment you introduce the concept because they’re not working on anything that requires an eBook, they’re not going to think about it again. Attorneys move from deal to deal, from department to department. They need to know the resources that are relevant to them at that moment, and it changes.”

Frequent reminders—especially emails from Library and Information Services—help with awareness. Said Prudenti, “For an individual attorney, there’s going to come a time when an eBook will meet an immediate need, and that person may realize, ‘Just yesterday, somebody told me about eBooks for this practice area.’ But if the reminder was six months ago, it’s out of their heads.”

Following are key points the library team reiterates to attorneys periodically via email.

Access is easy. For browser-based reading, just sign into the work network, click the library button and you're in.

You can get your book faster: If you request it as an eBook, you can have it in half an hour. If you ask for it in print, it will take at least a day—maybe more.

Your copy is really yours to read and annotate: Said Prudenti, "Even though we call it 'borrowing,' it really is their copy. Everything they do in the eBook is confidential. Nobody else who borrows that book can see your notes. You can keep it for the year. You can keep it for longer than the year—we'll renew it. As long as you need it, you have it. It will be current and up to date—without us having to take it away from you to put in new pages." This is in contrast with print, which requires users to bring or send the book back to the library to get new or updated pages.

You won't have frequent renewal notices: When Milbank users borrow a print book, the term is a month. After that time elapses, if the title is still checked out, the borrower receives an automated email reminder about the due date and needs to reply to the email if renewal is desired. The firm allows unlimited renewals and does not charge fines. But with eBooks, checkout is for 400 days—a little over a year—before they have to renew to retain access to that title.

"We focus intently on following up to make sure attorneys know there's a new title. We also mention that if they no longer want the old edition, the library team is willing to check it in for them as a service. So they are not cluttering their digital shelf with stuff they don't need anymore."

—Paula Prudenti, Associate Director of Library and Information Services, Milbank

A significant awareness opportunity comes with the release of new deskbook editions.

When new editions become available as eBooks, Library and Information Services sends an email to every practice area that used to get the print book, letting them know the new eBook edition is now available. Said Prudenti, "We tell them what's new, give them the title and URL, let them know they can click to get the new edition, and include a little blurb about why the eBooks are amazing."

Library professionals at the firm wait a week or two and run a circulation report on that title to see who has checked out older editions and not checked out the new edition. (User names that surface from the circulation reports may or may not be in the related practice groups.) Then they send a separate email with the URL and a message like this: "I noticed you have the old edition and just want to mention the new edition is accessible by clicking now."

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Introductory promotions can also bring more users on board.

One way Millbank encourages exposure to eBooks is to include some fiction titles in the digital library—titles that are not from LexisNexis but are available via the OverDrive Read® platform—and the firm is considering adding more. Some attorneys may try eBooks for the first time by checking out a title for leisure reading. During a National Library Week promotion, the firm offered a gourmet coffee gift card as an incentive to each person who checked out an eBook—whether it was for leisure or business.

“Their work is more accurate, the books are more accurate, everything is better than with print.”

—Paula Prudenti, Associate Director of Library and Information Services, Millbank

In addition to email reminders about eBooks and the inclusion of leisure reading titles in the digital library, other awareness-builders at Millbank include:

- Curated lists of popular book URLs for specific topics and practice areas
- An online catalog with direct links to all the books in the firm’s digital library collection
- In-person reminders during annual practice area review lunch sessions with the library team
- Recommendations from partners who mention specific valuable sources during weekly or monthly practice area meetings
- Information and deskbook links on the firm’s main internal portal page and on practice area portal pages

Prudenti noted, “We’ve also anticipated which titles the different practice areas are likely to need and put links to eBooks all over the portal so attorneys don’t have to go looking for them—the links are right there in the context of the practice area work they are doing.”

Just like eBook reminders, librarian assistance with eBooks works best in the context of what individual users are working on. Said Prudenti, “Earlier, we tried to spend time in each practice area and be available for people who might have questions, but that was not successful. They didn’t have questions at that particular moment.”

The firm’s library team found it’s more effective to go to an attorney’s office if they call and ask for help. Prudenti noted, “It may be easier to shown them on their computer or device rather than bringing them to a training session or trying to help them over the phone.”

Best Practices for Driving Use of Your Digital Library

After the move, the library team at Milbank will talk about next steps for its installation of LexisNexis Digital Library. One idea is to consider moving some pieces the firm has created in-house into the digital library. For now, the focus is on move preparation and ongoing adoption of library tools.

For other firms launching a digital library initiative, Prudenti offered the following recommendations.

1. Start with deskbooks or other popular titles you can't keep on the shelves because that will serve a need that already exists. "If a physical print book isn't on the shelf, you have an eBook to give them. That's going to sell itself."
2. "It takes some work to get started. There's some training and work involved. But in the long run the maintenance of the digital collection is so much easier, so much less time consuming and so much more accurate. Things are not getting misfiled. Attorneys are not using old editions of things because they don't now there's something new. Their work is more accurate, the books are more accurate, everything is better than with print."
3. "Be patient because there are use cases where print is going to just be easier. Digital is not a universal solution, and if you present it that way, I think you will turn people off because they know it's not always the best. So you have to be careful."
4. The New York Public Library also uses OverDrive Read as one of their eBook platforms. Prudenti sees that as a convenient "in." To help users become comfortable with eBooks, you can ask questions like, "Have you ever checked out an eBook for personal use?" The answer reveals where they are in learning how to use LexisNexis eBooks and can help trainers move them through the process quicker.
5. Find a partner who will advocate the digital library/mention eBooks at the next practice area meeting.
6. Train library staff to say, "Did you know we have that as an eBook?" "Do you want to try that as an eBook?"
7. Add new content regularly and tell attorneys about it.
8. Says Prudenti, "I think part of what worked is that we in the library have kept trying different things. We are still sending out messages. Whatever we can do to keep the availability of eBooks in people's heads. Try everything!"

"For an individual attorney, there's going to come a time when an eBook will meet an immediate need, and that person may realize, 'Just yesterday, somebody told me about eBooks for this practice area.'"

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With offices in New York, Los Angeles and Washington, D.C.—as well as cities around the globe—[Milbank Tweed, Hadley & McCloy LLP](#) has more than 700 attorneys providing sound counsel on high-stakes litigation matters, complex financial transactions and significant corporate deals. Practice areas include capital markets, corporate law, finance and financial structuring, litigation and arbitration, real estate, tax, and trusts, estates and exempt organizations.

ABOUT LEXISNEXIS LEGAL & PROFESSIONAL

[LexisNexis Legal & Professional](#) is a leading global provider of legal, regulatory and business information and analytics that help professional customers make more informed decisions, increase productivity and serve their clients better. As a digital pioneer, the company was the first to bring legal and business information online with its Lexis® and Nexis® services. Today, LexisNexis Legal & Professional harnesses leading-edge technology and world-class content to help professionals work in faster, easier and more effective ways. Through close collaboration with its customers, the company ensures organizations can leverage its solutions to reduce risk, improve productivity, increase profitability and grow their business. LexisNexis Legal & Professional, which serves customers in more than 130 countries with 10,000 employees worldwide, is part of RELX Group, a global provider of information and analytics for professional and business customers across industries.

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