September 2009

If Rumors Were Horses

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Against the Grain

"Linking Publishers, Vendors and Librarians"

Entrepreneurship in Libraries

by **Rosann Bazirjian** (Dean of University Libraries, The University of North Carolina at Greensboro, P.O. Box 26170, Greensboro, NC 27402-6170; Phone: 336-334-3418; Fax: 336-334-5399) <rosann_bazirjian@email.uncg.edu>

I am so happy to be serving as the Guest Editor for the September issue of *Against the Grain*. This is a great opportunity for me to focus your attention on a conference held in partnership between the **University of North Carolina at Greensboro** and **Wake Forest University** titled *Inspiration, Innovation, Celebration: an Entrepreneurial Conference for Librarians*. (see Website for the conference at: <http://blog.zsr.wfu.edu/iic/>) I have chosen six papers from the conference to highlight in this issue. You will also see a summary of the conference by **Kimberly Lutz**, the Assistant Director for Communications and External Relations at the **University of North Carolina at Greensboro** in the **And They Were There** section of this issue. The conference was held on June 3-4, 2009 on the beautiful campus of the **University of North Carolina at Greensboro**.

My interest in holding this conference actually stems back to 2006 with the publi-

cation of the **Kauffman Foundation** report titled: *Entrepreneurship in American Higher Education*. That's what prompted the first notion of a library entrepreneurship conference in my mind. That report focused on why entrepreneurship matters to American higher education, and on the need to make entrepreneurship a legitimate subject in American undergraduate education. The panel said that an "academic culture animated by entrepreneurial values not only enhances innovation in research, it also creates a comprehensive educational climate for students." But, it did more for me than that.

The report kept referencing entrepreneurship as a transformative, creative and innovative process — one that sustains value and encourages risk takers. The panel indicated that "entrepreneurship merges the visionary and the pragmatic. It requires knowledge, imagination, ingenuity, perception, prac-

ticality, persistence, and attention to others." "Unavoidably," they said, "entrepreneurship is an exercise in social responsibility." That's when it hit home. In my mind, they were describing libraries and everything that we have been doing, are currently doing, and plan to continue doing in the future. We are the pragmatists blended with the innovators, and we have a broad sense of social responsibility. In my mind, librarians are one of the most innovative groups of professionals that I can think of. But, unfortunately, we are not thought of as entrepreneurial outside of our profession. Hence, this conference was a way to celebrate what we have done and to learn from each other about what else we can be doing — and to tell the world that we're out here!

In this issue, one of our keynote speakers, **Steven J. Bell**, writes about ways to tap into

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If Rumors Were Horses

So much has happened this summer that it's hard to remember it all! But here is a beginning!

Times are tough. But they are getting better for all of us! Several of our long-time colleagues are out of work. Help is needed! **Adam** the fabulous **Chesler** <adam.chesler@cox.net> once of **Kluwer** and **ACS** is looking. **John** the perfect bookseller **Riley** <jdriley@comcast.net>, once of **Eastern Book** is looking. **Danny** will never give up **Overstreet** <danny.overstreet@gmail.com>, once of **OCLC** is looking. **Martin** the creative **Marlow** <martinmarlow@hotmail.com> once of **Atypion** is looking. Many of these people, like **Martin** have set up consulting businesses. More power to all of them!

It was great to hear that **Xan Arch** <xanadu@stanford.edu> got

a suggestion for her column title for *ATG*! Thanks, everyone! But **Xan** tells me that her column title was an inspiration from her new fiancé — **Mike Camacho**, a software engineer. **Under the Hood**, see this issue, p.8.

Speaking of **Xan**, she is helping greatly with the **Charleston Conference** remotely and is hoping to spend some time this fall interning for **Harrassowitz** for four weeks and **Casalini** for one week.

Speaking of the **Charleston Conference**,

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From Your (doodling) Editor:

I have never been a doodler — you know the kind that draw wonderful pictures and doodles on paper while they are listening to something ... uh ... kinda. I have never done that. Until now. I have discovered **Doodle** (www.doodle.com)! What a wonderful scheduling tool it is! **Doodle** will allow you to discover a time when 16 busy, super busy, mega busy people can all meet together in the same room! Hooray for **Doodle**!

And, while we were doodling in downtown Charleston, SC, our **crack ATG team** were putting together this issue of **ATG** which is guest edited by the marvelous **Rosann Bazirjian** (Dean of University Libraries, UNC-Greensboro). This issue is about **entrepreneurship in libraries**, a growing trend and includes articles by **Steven Bell**, **Jennnifer Calvo**, **Michael J.**

Crumpton, **Anita Norton**, **Doug Boyd**, and **Adam Corson-Finnerty**. Much to ponder and implement! We also have several opinion editorials by **Jonathan Lauer** (technology versus letterhead), **Bob Holley** (The Google Book Settlement) and **Steven Shapiro** (names, names, names), a couple of special reports from **Mary Anyomi** (website accessibility) and **Carol Singer** (purchasing print or online resources), and interviews with **Steve Bosch** and **Beth Jefferson**. Besides the regular columns: benefits and challenges of acquisitions in a consortium (**Biz of Acq**), book selection then and now (**Random Ramblings**), social networking sites (**Little Red Herrings**), Dreams (**Book-lover**), print and electronic reference collections (**Lost in Austin**), writing an acquisitions procedure manual (**Building Library collec-**

tions), and many, many more, we have some new submissions by **Jesse Holden** (Acquisitions Archaeology, don't you love it?) and **Steve McKinzie** (590 Local notes about collection development and discards).

Guess it's time to hush and get to reading. And I have to get back to my doodling! Still have to cajole some people into filling out their doodle! Can you believe it?

Love, Yr. Ed.

Letters to the Editor

Send letters to <kstrauch@comcast.net>, phone or fax 843-723-3536, or snail mail: **Against the Grain**, MSC 98, The Citadel, Charleston, SC 29409. You can also send a letter to the editor from the **ATG Homepage** at <http://www.against-the-grain.com>.

Dear Editor:

A little over a year ago I had the hubris to set myself up as a for-hire writer and consultant. While I'm frequently among the ranks of the self-unemployed, words matter to me, so it is with several kinds of professional interest that I peruse each issue of **Against The Grain** when it arrives. It is with some pride, and more than a little awe, that I read the articles written by my former colleagues **Bob Nardini** and **Celia Wagner** in the June issue of **ATG**. Pride at having, through no fault of my own, worked with both of these people, and awe because their writing is so effortless, yet so entertaining to read. Writers are not made by labels, but by the quality of their work. However they characterize themselves, **Celia** and **Bob** are exceptional writers who helped make the last issue of **ATG** a pleasure to read.

Bob Schatz

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AGAINST THE GRAIN DEADLINES VOLUME 21 & 22 — 2009-2010

2009 Events	Issue	Ad Reservation	Camera-Ready
Charleston Conference	November 2009	09/02/09	09/30/09
ALA Midwinter	Dec. 09/Jan. 2010	10/21/09	11/11/09
2010 Events	Issue	Ad Reservation	Camera-Ready
Annual Report, PLA	Feb 2010	11/04/09	12/02/09
MLA, SLA	April 2010	02/03/10	02/24/10
ALA Annual	June 2010	03/17/10	04/07/10
Reference Publishing	September 2010	06/30/10	07/21/10
Charleston Conference	November 2010	08/11/10	09/01/10
ALA Midwinter	Dec. 2010/Jan. 2011	10/30/10	11/10/10

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Address: 291 Tower Drive, Saline, MI 48176.

Rumors from page 1

Xan and **Leah Hinds** <leah@katina.info> have been setting up **Facebook** accounts and **Twitter** accounts for the **Conference**. In fact, yours truly just went in and signed up (I think) today! This means that there will be new and improved virtual connectivity with the **Charleston Conference** this year! Come on down! Hip! Hip! Hooray!

Was interested to see that the **OCLC Board of Trustees** has convened a **Record Use Policy Council** which will draw upon the fundamental values of the **OCLC** cooperative and engage with the global library community to develop the next generation of the **WorldCat Record Use Policy**. The formation of this council was one of the recommendations contained in the final report of the **OCLC Review Board** on the **Principles of Shared Data Creation and Stewardship** formed in January 2009 to represent the membership and inform **OCLC** on best practices for sharing library data

http://www.oclc.org/us/en/worldcat/catalog/FinalReport_ReviewBoard.pdf

Let's see. Oh! We are trialing **Greenr**, a new database from **Gale** and I had a great conversation with the top-of-the-line **Laura Berg** <laura.berg@cengage.com>. Speaking about that, on top of everything else, **Laura** was out for a couple of days (bought her first home — sheer craziness, she says!) so we could not hook up at **ALA** in Chicago. On the plus side, **Laura's** field partner, the blonde beauty **Tracie Lee** <tracie.lee@cengage.com> was at the booth instead!

More Chicago! Stopped by the **Blackwell** booth to see a taste of the results of an agreement between **Blackwell** and **Ingram Digital**, giving **Blackwell** eBook distribution rights to libraries around the world via **Ingram's MyiLibrary** platform, with the exception of the United Kingdom and Canada. The agreement will allow **Blackwell Digital Services** customers to discover and order **MyiLibrary** eBooks via **Collection Manager**, the Blackwell interface. **MyiLibrary** currently hosts over 185,000 eBooks and is used by hundreds of academic, public, and professional libraries around the world. And **Blackwell's Collection Manager** has just been released in a new version, providing sophisticated faceted search capabilities using the

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Pelikan's Antidisambiguation from page 14

Remember: our students didn't make the library the way it is — we did. It is we who tell them, "You want Psychology? That's not here. This is the Social Sciences Library. Psychology is in the Education and Behavioral Sciences Library. That's two floors up. Next, please...."

Honestly now: do we recognize how difficult it is becoming to convince those coming into our profession that things are the way they are for good reasons?

For that matter, have we noticed the burgeoning application of the information sciences in the world outside of the confines of the Library itself? Some of our MLIS folks are heading out of the libraries and into the larger world: some after a taste or two too many of the reception they receive at the hands of the water

buffalos, comfortable and content to chew their cud in the academy, others directly from library school. How are we going to get the best into the libraries and then keep them there?

I usually write and speak about emerging technologies. Here I have chosen instead to point to aspects of human behavior — our human behavior — that likely are impervious to influence from external factors such as emerging technologies. I assure you, in the strongest possible terms, that the most fundamental challenges we face do not involve technology. Technology is a blackboard, a piece of chalk, a lectern. The real question is; what are we going to say?

Please. What good does it do to cite primarily external factors to explain the strategic picture facing us today?

And finally, to what may we correctly point as signifiers of the seriousness with which we face the future and its challenges? 🌧

Entrepreneurship in Libraries from page 1

the inner entrepreneur in order to deliver fantastic library experiences for our users. He defines librarian entrepreneur and speaks about the connection between innovation and creativity to entrepreneurship. **Doug Boyd** focuses on the phenomenal work being undertaken at the **Louis B. Nunn Center for Oral History** at the **University of Ken-**

tucky. He writes about many innovative approaches to fund raising and their effort to transcend the transcription of oral history interviews to take it to new heights. **Adam Corson-Finnerty** focuses on ways to generate income in academic libraries. He talks about the importance of income-producing activities and long term business plans for sustaining new projects. **Anita Norton** writes of a way that the librarians at **Johns Hopkins University/Excelsior College** increased the use of services and resources through course

Rumors from page 6

Endeca search engine. **FRBRized** organization of searched titles will allow libraries to see metadata for both print and electronic versions of books, including those available from the **MyiLibrary** platform. Identified orders can then be ordered directly through **Collection Manager**, or from the library's order system, based on data downloaded from **Collection Manager**. "This is a significant moment for Blackwell," stated **Andrew Hutchings**, company CEO. "Our goal has been to be a true marketplace for eBooks." **Rich Rosy**, Vice President and General Manager, **Ingram Library Solutions** said, "We're pleased to have entered this arrangement with Blackwell. Working with them significantly broadens the base of worldwide library customers who will now have access to Ingram's growing eBook collection. We welcome their partnership."

<http://digital@blackwell.com>

<http://www.talktoingram.com>

Speaking of Chicago, had a delightful glass of wine with **John Dove** <johngdove@gmail.com> of **Credo Reference** and **Mary Kay Jezzini** <mary.kay@ix.netcom.com>, one of my favorite people in the world. Did you know that **John** is a pianist which I used to be in another life. We had fun discussing a recent article in the **Wall Street Journal** (Feb. 28, 2009) ("Sound of One-Hand Playing: Ravel's challenging 'Concerto Pour la Main Gauche'" by **Benjamin Ivry**. Apparently the Austrian pianist **Paul Wittgenstein** (brother of the philosopher **Ludwig Wittgenstein**) lost an arm fighting in World War I and commissioned several pieces for the left hand only. Anyway, we also ended up talking about our first dates! Not sure what we had been drinking but it made for great conversation!

<http://online.wsj.com/article/SB123578269271998201.html>

And, coincidentally, noticed the interview with John in **Library Journal** ("The Concept of Credo," by **Mirela Roncevic**) which is fun to read. John's mother was a library researcher for **Encyclopaedia Britannica** of all things! Talk about synchronicity!

<http://www.libraryjournal.com/article/CA6678568.html>

Getting back to **Library Journal**, most of us know that **RBI (Reed Business Information)** has put **LJ**, **SLJ**, and **PW** up for sale in addition to 50 other titles. This happened in 2008 as well but **RBI** pulled out of the plan when they could not get the price that they wanted. Reportedly,

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integration into online courses. She writes about how important it is to collaborate with course developers and instructional designers. **Michael Crumpton** writes about how to turn your library "green" and to make a difference within the larger university and community context. **Jennifer Calvo** writes about how **North Carolina State University Libraries** raises the awareness of the Libraries' late night hours and services through its **Learning Commons**. 🌸

Hoops and Horses ... from page 24

nities, as well as having patience and careful timing as those opportunities unfold. Each interview constructs a partnership between the **UK Libraries** and that individual, and therefore, each interview becomes not just a documentation of the past but an investment in the **Libraries'** future. 🐾

Rumors from page 16

the first half of 2009 showed disappointing results, especially regarding advertising revenue. On the block will be the majority of the US titles (including *Broadcasting and Cable*, *Design News*, *Graphic Arts Monthly*). *Variety*, and several other titles will be retained and become part of **RBI Global**.

<http://www.dnnews.com/Reed-Business-titles-back-on-the-block/article/140934/>

<http://www.libraryjournal.com/article/CA6674558.html>

And I almost forgot to tell y'all that *The Charleston Advisor* (www.charlestonco.com) had an editorial board meeting in Chicago, and

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Figure 1: New KDL Oral

Money, Money, Money

by **Adam Corson-Finnerty** (Director of Special Initiatives, University of Pennsylvania Libraries)
<corsonf@pobox.upenn.edu>

The most financially and programmatically sound non-profits are those which have multiple streams of income. In the case of the academic library, these streams can include allocated funds, donations, endowment income, fees and fines, and perhaps "monetizing your assets."

To put it boldly: monetizing assets means that you develop ways to make money from the use of items that you own. These "items" could be books, images, sound recordings, paintings, or bits of computer code.

Here are some happy examples of such activity. The **Carnegie Museum of Natural History** licensed the right to reproduce its models of dinosaurs as children's toys. The result has been millions of dollars of income for its programs and projects. The **New York Historical Society** has partnered with the *New York Times* to sell high-quality reprints from its Audubon bird collection. The **Metropolitan Museum**, the **Museum of Modern Art**, and many other art museums make money by reproducing objects from their collections, or putting images on playing cards and coffee mugs.

So, what about the world's libraries? We have lots of "stuff," right? How can we make some money from this stuff, without compromising our mission and degrading our reputation?

Since July 2008, this has been my territory, due to a bold experiment on the part of the Director of the **Penn Libraries**. Urged on by a business-oriented advisory board, the Director asked me to undertake a thorough two-year study of "income-producing" opportunities for possible adoption.

What follows is a mid-term report from the front.

OK. So you have been hired as the first full-time in-house "entrepreneur" for your library system. Your job is to discover and recom-

mend "income-producing" ideas for the library to consider undertaking. Where do you start?

Defining Terms

The first place to start is by defining what is meant by the term "income-producing." It sounds obvious, but I suspect that many people who hear this term will immediately translate it as "profit-making." That is incorrect. Further, it is counterproductive.

You and your colleagues need to consider a range of revenue possibilities from partial cost recovery to true "profit."

Four Levels of Income:

Partial cost-recovery: activity generates some return, but doesn't cover full costs.

Cost-recovery: activity generates enough income to pay for itself.

Cost-recovery plus: activity or project earns money beyond start-up and maintenance costs. Additional income can be used for expanding, refining, and maintaining the program. (What some might term "sustainable revenue.")

True Profit: activity or project earns money beyond anticipated project needs and costs, including indirect costs. Surplus income can be used for *other* library activities.

It is important to look at all levels of potential income, since earning even ten cents for each dollar you are spending on a project or service is better than earning no cents. Therefore, when you investigate income opportunities, don't ignore opportunities for partial cost recovery. Such revenue will add up.

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Going Green in the Library ... from page 36

as existing equipment or behaviors, as well as understanding the barriers to overcome, are part of the planning process. And don't be isolated; find out what is going on in your community and within your larger organization. True sustainability requires partnership and collaboration.

The entrepreneurial librarian sees crisis as opportunity. The current environmental and economic crisis is motivating people and institutions across the world to rethink traditional processes towards those that are more sustainable. We believe libraries and librarians can serve as progressive exemplars for taking measurable action in a practical, affordable manner. The steps towards sustainability we take in each of our libraries can have a profound positive impact on the environment, public budgets and even the behavior of our patrons.

You can find the panel's presentation, as well as a plethora of resources for Greening your own Library at: <http://greeningyourlibrary.pbworks.com/InspirationInnovation-Celebration>. 🌱

Rumors from page 26

guess who were the special guests? **Anthony Watkinson** <anthony.watkinson@btopenworld.com> and his lovely wife **Sara**! They had just come from the wedding of their son **Charles**. You will remember that **Charles Watkinson** has been a regular attendee at Charleston.

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against the grain people profile

Former Reference Librarian for the Learning Commons, NCSU Libraries
2001 Farmington Grove Drive, Raleigh, NC 27614
Phone: (919) 649-5580 • <jenni4calvo@gmail.com>

Jennifer Calvo

EARLY LIFE: I spent most of my early years hanging out in public libraries after school. I would sit on the floor and page through 1970's editions of *Better Homes and Gardens* decorating books. Unfortunately I was never able to convince my mother to go with a chartreuse and purple color scheme in the living room.

EDUCATION: BA: Political Science, **University of North Carolina at Greensboro**.
MSLS: **University of North Carolina at Chapel Hill**.

FIRST JOB: A junior camp counselor. There is nothing better than arts and crafts in the morning, horseback riding before lunch, and swimming in the afternoon after eating peanut butter and jelly sandwiches.

PROFESSIONAL CAREER AND ACTIVITIES: I have worked and volunteered in a variety of library and museum settings, including law firms, public libraries, art museums, and science libraries. For the past six years I have worked for **NCSU Libraries**. Originally I was hired as a graduate assistant, but was promoted to the position of Reference Librarian for the **Learning Commons**.

IN MY SPARE TIME I LIKE TO: In between visiting museums and botanical gardens, I like to encourage Soul Train lines in the library.

FAVORITE BOOKS: *Slaughterhouse Five*, *Kurt Vonnegut*, *Mr. Summer's Story*, *Patrick Suskind*, and *The Woman in the Dunes*, *Kobo Abe*.

PHILOSOPHY: Only by occupying the "space between" can we allow ourselves the time to recognize the amazing beauty in the simplest things... Cupcakes seem to make everything better as well.

PET PEEVES/WHAT MAKES ME MAD: Libraries that want to be innovative and cutting edge, but do not support the creative talent they hire... Oh, and people who wear eyeliner, but don't wear mascara.

MOST MEANINGFUL CAREER ACHIEVEMENT: The day a student came back from visiting an art museum and told me a whole new world opened up for him after the talk we had about modern art and reading the books I suggested.

GOAL I HOPE TO ACHIEVE FIVE YEARS FROM NOW: Hopefully to be in a leadership role at an institution in which I fully support its mission and share its creative vision. Did I mention *Proust*? I should mention reading *Proust* as a goal as well... 🌱

Preserving the Vitality of Learning Commons Spaces Through Dynamic Programming: The Learning Commons After Dark Series

by **Jennifer Calvo** (Former Reference Librarian for the Learning Commons, North Carolina State University Libraries)
<jenni4calvo@gmail.com>

Libraries face an interesting challenge when planning and maintaining new learning spaces. Most are heavily used spaces designed to facilitate collaborative learning and social engagement. Attracting students to the space is not as much of a challenge as finding ways to meet the vision of the space, and keep the space both vibrant and relevant to the users. Three key components to keeping learning spaces vibrant will be discussed, as well as programming ideas from the *Learning Commons After Dark Series*.

The History and Culture of the Commons

In 2007, the NCSU Libraries opened **D. H. Hill Library's Learning Commons**, a space designed to meet the rapidly changing

needs of today's students. It is not only a student-centered, but a student defined space with mobile furniture, soft-seating areas, and collaborative workspaces. The flexible design of the **Learning Commons**

facilitates change by offering students a place that provokes their imagination. I believe the design of the space is effective because it provides a welcoming environment for students to congregate, collaborate, and create.

The **Learning Commons** was immediately a hit with students. Even after two years the number of students in the space can top 300 at eleven o'clock at night. Students tend to linger in the space because it accommodates both their social and academic needs. I like to think of this type of use of academic library space as a new addition to a college student's lifestyle — a "Learning Commons Lifestyle."

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ATG Special Report — Why Do Reference Librarians Purchase Print or Online Reference Sources?

by **Carol A. Singer** (Reference and Instruction Librarian, Bowling Green State University) <singerca@bgsu.edu>

Few reference librarians would deny that library collections are transitioning from paper to online resources. In some academic libraries, the paper reference collection has been downsized due to a greater reliance on electronic resources. In March 2008, I surveyed the head of reference from each **OhioLINK** library that might have a general reference desk in order to discover whether print ready reference collections, a subset of the reference collection, were disappearing from college and university libraries. The survey was sent to the person administratively in charge of reference services, as identified on the library Website. In cases where this person could not be identified on the Website, the library's email reference service was contacted to request the name and email address of the appropriate person.

OhioLINK libraries were chosen because this provided a cross section of types and sizes of academic libraries. At the time of the survey, **OhioLINK** was a consortium of eighty-six college and university libraries, plus the State Library of Ohio. Members included sixteen universities, twenty-three community or technical colleges, and forty-seven private colleges. At that time, **OhioLINK** made available thousands of electronic resources, including more than 25,000 electronic books. Many member libraries also purchased additional electronic resources, but all had access to a wide array of digital sources, some of which might replace paper ready reference materials.

Each head of reference services was sent an email with a link to a survey about the past, present and future of print ready reference collections. Responses were received from a variety of types and sizes of colleges and universities. Of the ninety-six reference heads who received the email, fifty-four (56.3%) responded. Five of these libraries (9.3%) had no general reference desk. Of the remaining forty-nine libraries, twelve (24.5%) had no print ready reference collection. When asked, the heads of reference of these libraries replied that they did not regret not having a print ready reference collection. They were asked, "Why don't you have a print ready reference collection?" Most answered that they didn't feel the need for a print ready reference collection, with two also indicating they relied primarily on electronic resources.

Thirty-seven heads of reference responded that they had a print ready reference collection near the reference desk. As expected, most (68%) of these print collections were smaller and less used (73%) than they had been five years earlier.

More than eighty percent of these libraries had replaced at least one print ready reference resource with an electronic version. When asked why they had decided to do this, they gave the following reasons:

- The electronic version is available 24/7 (59.5%)
- User demand is for electronic access (56.8%)
- The electronic version is more current (48.6%)
- The electronic version is easier to use (40.5%)
- We saved space by using the electronic version (40.5%)
- The electronic version is quicker to use (37.8%)
- Electronic resources are useful for answering questions via email, IM, chat, etc. (29.7%)
- The electronic version has increased features or content (24.3%)
- The electronic version is cheaper than the print (13.5%)
- We decided to replace print with electronic as a policy (13.5%)
- The print version is no longer available (8.1%)

Almost eighty percent indicated they had kept at least some print ready reference sources even though these were also available electronically. The reasons given:

- The print source is easier to use (56.3%)
- The print source is faster to use (50.0%)
- User demand is for the print source (28.1%)
- Print source is cheaper (21.9%)
- Print source is more complete (6.3%)
- Kept print source as a matter of policy (6.3%)

Virtually all of the librarians who took the survey anticipated the size and use of their print ready reference collection would decrease during the next five years. One librarian wrote, "Even Stat Abs. a staple of our RR collection gets little use." Another responded, "We've already seen use of our science reference collections nearly cease. We're expecting the other subject disciplines to follow as more and more reference material is available online." 🌿

What's in a Name from page 44

databases or electronic resources as if they are branded consumer products like **Coke**, **Pepsi**, or **Dr. Pepper**. For example, our citation index, a **Thomson Reuters** database, is referred to as **Web of Science**. What is a **Web of Science**? You're guess is as good as mine. It sounds like everything except a multidisciplinary citation index. Including the term "Science" in the moniker is misleading and probably deters many of our users from exploring the database. Consequently, we have decided to refer to **Web of Science** by its previous nomenclature; **Science Citation Index**, **Social Sciences Citation Index**, and **Humanities Citation Index**.

The issue may sound trivial but it is actually quite important when it comes to marketing electronic resources to your client base — faculty, students, etc. From now on, we will think long and hard before listing a database by its vendor name. Instead of listing a database as say "**Proquest Central**," perhaps we will rename it "Really Big All-Encompassing Database" or instead of **Lexis-Nexis Academic**, we will substitute the name "Legal and Business Favorites." 🌿

Rumors from page 38

Gosh! **Another wedding!** It was **The One Big Thing** that happened this summer for **Todd Carpenter** <tcarpenter@niso.org>!! He got married in July on the eastern shore of Maryland. Below is the URL for some pictures! Congratulations, **Todd**!! <http://www.flickr.com/photos/future15/sets/72157620905653693/>

And, besides being newly married, **Charles Watkinson** <cwatkinson@purdue.edu> (see way above) was appointed **Director of the Purdue University Press** as of September 1! **Charles** was previously director of publications for the **American School of Classical Studies at Athens (Greece)** and will lead the **Purdue Press** in identifying and establishing a niche within the scholarly publication field. Together with colleagues at the **American School for Classical Studies**, **Charles** recently coordinated a \$1.2 million digital library and electronic publishing initiative funded by the **Mellon Foundation** and **European Union**. He received a Hons Archaeology and

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Materials Budget, Procurement, and Licensing Librarian, University of Arizona

by **Dennis Brunning** (E Humanities Development Librarian, Arizona State University) <dennis.brunning@gmail.com>

Column Editor's Note: *Steve Bosch is Materials Budget, Procurement, and Licensing Librarian at the University of Arizona. Steve's abilities exceed the length of his title; he manages content and change with the grace of a University of Arizona point guard. We've worked with him many years. Steve is a resource and a great guy. — DB*

ATG: *You are a big University of Arizona sports fan. What does the average fan need to know about your job and profession?*

Steve Bosch: About my job and profession — probably nothing! Although, one good thing to know about the Library is that for “Tailgaters” the Library has the best public restrooms closest to tailgate parking and the stadium. Also good to keep in mind that the Library has some great sports stats in case a fan needs to stock up on little known sports trivia to impress their friends.

ATG: *University of Arizona Libraries is well known for its team concept. What's team-based collection development like?*

SB: Herding cats? Who's on first? Can decisions really get made outside of geologic time frames? Pushing decision-making to the lowest possible level and empowering people to act works really well most of the time, as long as the basic parameters are well understood and agreed on. There are problems with getting everyone on the same page at the same time especially in rapidly changing environments like we are seeing now. Since there is a need to shift focus from local collections to delivery and access the traditional selector roles are changing so we are now “herding fewer cats” and that is getting easier. Despite drawbacks we do get a lot done by a small number of people and users seem to appreciate their efforts.

ATG: *U of A embraces technology and organizational change. Which technology knocked your socks off? What could you have done without?*

Rumors from page 46

Anthropology bachelor's degree at **Pembroke College**, the **University of Cambridge**, and an **MBA from Oxford Brookes University**. We are looking forward to seeing him in Charleston in November!

<http://blogs.lib.purdue.edu/news/2009/07/22/libraries-appoint-new-director-of-the-purdue-university-press/>

Speaking of **Purdue University Press**! Remember **Tom Bacher** who used to run the press and write for *Against the Grain*!?!?

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SB: I don't think there has really been any “wow” technology that was really instantly transformative. Most of the biggies kind of crept up on us, so I still have my socks on. Of course the Web and email have been the two most transformative technologies, if you can call those things technologies. I think those two items have totally changed the way things work and what and how we do things. On the other hand I guess I'm pretty much a Luddite as far as the social networking and twitter scene goes. It just could never hold my attention for long. I guess I work so much in the Web that I really want to do other things with my free time and so far I have not seen any real enhancement to business communications from social networking sites.

ATG: *Lately, there's been much talk about “discovery services” which promises more effective and efficient cross-searching of library databases and content — a veritable academic library Google. Thoughts?*

SB: Ah, the holy grail of libraries — the better than **Google** search. If you really think about it, since **Google** permeates and dominates the world of discovery, is it reasonable to think that a service a library could offer would really compete with that? It makes more sense to embrace **Google** and work with it instead of trying to provide a comprehensive search at a local level. I think it will become more important to make library holdings as transparent as possible so that discovery can happen at the network level. If we have to rely on local catalogs to find local content then we are creating barriers in the discovery process. We need to be sure what we do breaks down those barriers and provides widest possible discovery. Libraries need to focus on aggregating all our users to all our content and it seems that network level discovery is key to that.

ATG: *What is your take on the constant consolidation in library publishing?*

SB: We all joke about how before long we will just write a check to “ ” and be done with it but I suspect that we won't really ever see that day. To be sure there are economies of scale in publishing especially the tech side of things and it really is better to be bigger since you can then afford the next technological wiz-bang that comes along. When the capital markets were a bit less tight, buying up competitors was a good way to grow the bottom line. I suspect that market forces will work to cut down on large mergers due to the difficulty of raising the required funds and I don't see a lot of investors flocking to this market since the margins are so thin. We may have seen the high water mark on big mergers for a while with the exception of the PE firms getting out the scholarly publishing / library markets.

ATG: *What was the most challenging electronic resource deal you've worked on? What has been the most fun?*

SB: Actually these are one and the same. The **Arizona Universities** consortia did a group purchase for streaming video from **FMG** that was essentially a patron initiated plan where we exposed all the content, then purchased the streamed video based on use. Since this was brand new and the technology not mature there were all kinds of things that came and once you thought you had one thing fixed another thing popped up. Things were constantly changing and this really was a case when we were trying to nail jello to a wall. In the end things worked really well and the users loved us for bringing up the service. We had to keep shifting the purchase trigger up as use sky rocketed. Since this was brand new and cutting edge there was a good deal of feel good about getting it up and running.

ATG: *Is the era of the “big deal” in library content over?*

SB: Who the heck knows? If I really knew I probably wouldn't be in a library but would be out consulting, showing folks how to make the transition. I suspect that we will continue to see content bundled to get reduced prices, but I also suspect that a hard look will also happen concerning the low use content that gets into the agreements. Libraries will be increasingly concerned about buying content that isn't used. Unfortunately there isn't a business model now that can really support “you only buy what's used” but that could be a real “killer app” in the library marketplace.

ATG: *Is there a role for collection development — and the library for that matter — in “open access” publishing?*

SB: A better question might be is there a role for collection development in the world of networked digital information. It is not about the collection any more so we should really be thinking about information resource management at the network level. I seem to be having to unlearn everything I thought I knew about collection development as things shift in focus from local collections to network level discovery and access.

ATG: *What's Steve Bosch working on for the Fall 2009 semester?*

SB: Patron initiated acquisitions will be the big thing this fall as we move from testing to implementation across several fronts.

ATG: *Is there a Lute Olson for the librarianship in the Google era? Or do we need a Bobby Knight?*

SB: Frankly, we don't need more/better coaches, but we sure could use some **Michael Jordans** — folks who can finish plays, put the rock in the hole, and energize the fan base and get them back in the door and excited 'bout the game. 🏀

Book Reviews from page 57

up alongside increasingly popular products of growing independent T-shirt companies like **Threadless.com** and **6dollarshirts.com**.

These types of projects only add to the perception of the library as the local cultural center. The authors' ideas for adoption in other library activities are included in each chapter, in addition to step-by-step photos, and printable instruction sheets for each project. Each project is broken down into relevant and straightforward sections including "Difficulty", "Time", "Supervision", "Group Size", and the ever-important "Mess Factor." The authors' suggestions for "Prep Work" and the comprehensive list of tools, supplies, materials and room requirements make organizing and carrying out these craft projects easy and fun.

The "Spin-off Ideas" and "Adaptations" provided by the authors help facilitate the use of this book for a wide range of audiences. The list of books and Websites they provide will get you started on tailoring and expanding your craft program once you have mastered the basics. The *Hipster Librarians Guide to Teen Crafts Projects* is all you need, however, to get your crafting program started! The book can be purchased online from the ALA store (www.alastore.ala.org). Printable instruction sheets are also available online for each craft and the authors have created a Website at www.arystocrasts.com to keep adding to their ideas. Coleman and Llanes' audience is not only teen programs in public libraries. The projects and ideas in their book can be applied to any organization looking for an avenue to bolster community, creative thinking, creative problem solving, and self-expression.

Rumors from page 52

Well, Tom became director of the University of Akron Press!

Speaking of university press directors, we are looking forward to the appearance of Doug Armato, director of the University of Minnesota Press (once at the University of Georgia press) during the 2009 Charleston Conference!

And I shouldn't leave off the incredible Sandy Thatcher who is writing our university press column for *ATG* even though he is retiring! We don't have a column this time but Sandy says he's not quitting and we plan to hold him to it!

Speaking of the Charleston Conference, I have heard from several of you with regrets that you cannot attend the 2009 Conference because of budget shortfall. Registrations are robust but not as robust as they were last year which was a banner year. Anyway, looking on the positive, there will be more room to spread out! Still, it's not too late to register at <http://www.katina.info/conference>.

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The Brontës. Ed. Harold Bloom. *Bloom's Classic Critical Views*. New York: Infocase, 2008. 978-1-60413-136-9. 263 pages. \$45.00.

and

Brackett, Virginia. *Bloom's How to Write About the Brontës*. *Bloom's How to Write About Literature*. New York: Infobase, 2009. 978-0-7910-9794-6. 281 pages. \$45.00.

Reviewed by Debbie Vaughn (College of Charleston)
<vaughnd@cofc.edu>

My husband, a former literary academic turned corporate consultant, tells me that Harold Bloom has sold out. (Ironic, is it not?) But has he? As I look at *The Brontës*, a volume in *Bloom's Classic Critical Views* series, I wonder if the academic superstar has churned out a few armchair-academic titles, and, if so, for what purpose?

I dig into the book. Bloom has written a lovely introduction that places the Brontë sisters in the context of the literary chronology, and that is age-appropriate for the intended audience (ninth grade and up). Bloom can be prone to R.W. Apple-like melodrama when it comes to writing, but I find none of that here; instead, he is matter-of-fact and concise. The volume editor, Tabitha Sparks, has included a robust collection of excerpts of literary criticism in *The Brontës*. The book is divided by Brontë sister (Charlotte, Emily, and Anne). Each sister's section begins with a one-page biography followed by the criticism excerpts, which are organized by theme (personal, general, and works). Each excerpt is introduced with a few sentences about the author, explaining the role s/he played in the Brontës' lives and/or in literary scholarship. In a word, this volume is tight. *The Brontës* is easy to follow and it lacks what might be considered by some to be superfluous text. The excerpts give the reader only the information that is necessary to understand the significance of the criticism and its role in explicating the Brontë sisters' works. In some instances, the excerpted text is primary in nature, coming from correspondence. Primary sources: one of the jewels of research! Using *Bloom's Classic Critical Views* series in conjunction with *Bloom's Modern Critical Views* series could give students a thorough understanding of Brontë studies.

It occurs to me, though, that Bloom's series are never-ending. In the *Addlestone Library*, we like to teach students about the "library brand of information." Bloom seems to be cultivating his own brand of information. Can this be so? To try to assuage my inner-cynic, I dive into *Bloom's How to Write About the Brontës*. Interestingly, the introduction to this volume, also written by Bloom himself, is very similar to that of *The Brontës*. The book's author, Virginia Brackett, offers invaluable ideas to student-scholars, not only concerning the Brontë sisters' works but also about writing, period. The first chapter — "How to Write a Good Essay" — could be quite informative for a ninth grader and a concrete review of basic writing skills for a first-year college student. This 40+ page chapter heavily references the sixth edition of the *MLA Handbook for Writers of Research Papers* and even includes (just like the *MLA Handbook*) a sample essay

exploring garden imagery in Charlotte's novel *The Professor*. Following the first chapter, Brackett dedicates chapters to the Brontës' novels — *Jane Eyre*, *The Professor*, *Shirley*, *Villette*, *Agnes Grey*, *The Tenant of Wildfell Hall*, and *Wuthering Heights* — as well as a handful of Brontë poems. Each rich chapter provides tips for readers to engage themselves with the work, clues they might note as they take in the story, and hints about different literary mechanisms that season the writing. Also, each chapter presents numerous sample topics divided into the following categories: Themes; Character; History and Context; Philosophy and Ideas; Form and Genre; and Language, Symbols, and Imagery. A bibliography and list of online sources complete each chapter. *Bloom's How to Write About the Brontës* is like an English instructor, librarian, and writing lab tutor condensed into a neat package. This book would be extremely helpful for the student who does not have easy access to one of the afore-mentioned professionals (perhaps in an online learning environment). Beyond that, this book also would be quite beneficial to those teaching any one of the Brontës' works; Brackett is, after all, a professor of English and a widely-published expert on British literature.

Both of these books would be solid additions to your collection if your library does not already possess an extensive set of Brontë material. But for those library collections that are already Brontë-rich, I return to the question sparked by my husband's original claim: is Harold Bloom really a sell-out? I pause and ponder. Considering his ever-growing brand of literary criticism, he might be. However, to be fair, I do believe Bloom's potential Faustian trade-offs are dwarfed by some much more pressing concerns. Let's be honest: while these books are certainly high-quality, Bloom's ever-growing *Classic* and *Modern Critical Views* series (that's series, ahem, plural) aren't saying anything new. Even *Bloom's How to Write About Literature* series, which most definitely can benefit student researchers, cannot substitute for real, live, personal, and human instruction and assistance. In the current budget-cutting climate, instead of buying books that essentially digest what has already been written and taught about the Brontës, why don't we teach students to find the criticism in its original publications? Why keep students from the joy and satisfaction of that a-ha moment when their hours of Brontë exploration results in their own conception of an essay topic? Finally, amidst all of the literary criticism excerpts and food-for-thought that Bloom's series push, what is being left out?

Little Red Herrings — Of Facebook, Twitter and Social Networking Sites

by **Mark Y. Herring** (Dean of Library Services, Dacus Library, Winthrop University) <herringm@winthrop.edu>

For those who have read even one of my musings, it will come as no surprise that I find **Facebook**, **Twitter**, social networking sites (SNS), and the rest of Webology less than inspiring. If you had read nothing other than the screed I blathered about **Google** a few columns back, you'd know that I find all this talk about the Web replacing libraries more than a little silly; I find it downright idiotic. Still, one must keep an open mind.

So, yes, I have a **Facebook** account, I tweet from time to time (but only about things I think others would like to know, such as library-related news and not about the gas I passed at noon), own an **iPhone**, have recently begun to blog, and have spent much of the summer preparing to teach a class this fall using **Kindles** and whatever can be delivered thereon. Some might consider this the height of hypocrisy: caviling about the Web but using it to its fullest extent. Call it rationalization, but I see using the Web while complaining about its defects the same as having an annual physical while harping about healthcare. Furthermore, how is one ever to make sense of all this without investigating whether Web 2.0 can be made useful for humans 1.0?

The **iPhone** I use is like any other phone/planner I have owned. I have found it marginally better than previous such phones. For reasons that remain a mystery to me, I could never get my email on prior phones in real-time or even near real-time. The **iPhone** is an improvement in that regard. **Apple** products do work as advertised, something I cannot say about other technologies I've used. So far, I have found **Twitter** interesting but a bit too narcissistic for my tastes. Still, I plan to have my students use it in the class this fall and perhaps tweet something other than their last date, beer, or the bug they saw on the sidewalk while walking to class. I'm not overly

optimistic on this count. Getting them to read at all is a problem, so having them tweet about what they've read may well be impossible. Still, I'm going to make the effort.

My **Facebook** experience grew out of my desire to see the library have a **Facebook** account. We tried this with **MySpace**, and while it didn't really fail, it never really got much of a Webhold, so to say. Our new **Facebook** page is up, and we added a blog to it this summer. (You can find mine at www.winthrop.edu; click on the "Library News" link. Be sure to sign up for our feeds.) The blogging/**Facebook** updating has been more interesting but it's all very new and perhaps too early to say what effect it will have, if any, on whatever else we do. We added an instant message feature last year to our Webpage and while it's being used, it's not being used as much as we hoped.

All in all, Web 2.0 has been a little underwhelming. I attribute this lackluster unveiling to something I have done wrong — heaven forbid that it be something wrong with the Web or its ability to deliver! I continue to hope it will improve as time goes on. I do find it an additional bit of work for everyone involved: those who maintain the page, those who blog, our photographer who shoots our daily photo, and so on. I happen to be blessed with some very talented folks who are interested in this, too, and who have the technical know-how to bring it about. If anyone can make it successful, they can and likely in spite of me.

All of this comes at an interesting time. The dean at **Southern Methodist University** (**Jose A. Bowen**) has come out asking *his* colleagues to "teach naked"; that is, to please yank the computers from the classroom and thus remove the ennui.¹ His view is that things like **PowerPoint** and the like are too much a crutch and

so have added boredom to the classroom, not innovation and energy. I feel his pain. On the other hand, I think *any* new accoutrement to the classroom is likely to run the risk of creating more boredom than energy if it becomes a crutch. Heaven knows the tried (and trying) lecture has killed more than one student (not to mention the lecturer himself) of boredom. But I understand where the dean is coming from and the point that he's trying to make.

As I write about these new technologies, word comes across my desk that students aren't as tech-savvy as we think.² This is not really new, but the study proving it again is. It should give those who wag their fingers and tell us that **Google** is everything (see **Jeff Jarvis's** new hagiography, *What Would Google Do?* if you don't believe me) pause.

It doubtless will not slow down Web 2.0 supporters, however, because too much has been invested in all this to make it work. It's like the ongoing slip-ups of eBooks and the never-say-die efforts of those who refuse to take no for an answer. We'll have eBooks at some future date; and at some even more future date, they'll sort of work fine, if we don't kill off reading altogether in the process. If you can't read the writing on the wall about all this Web stuff, it's this: if you're a librarian, your job is in jeopardy, perhaps not this year, but certainly in the next seven to ten unless something drastic happens. Everyone says they love libraries, but no one wants to fund them. And *everyone* isn't the right pronoun anyway. More and more people are saying libraries are unnecessary, obsolete, and too expensive. Some have even said we have to "blow them up," meaning they're useless buildings and need to be replaced with **Google** or **Kindles** or a combination of both. Others tell us we need to "get over" books. When **OSU's** director of libraries in concert with the administration "culled" about 275,000 books, faculty and students rose up to complain. They were told to get over books.³ Books are *démodé*, oh-sooo last year; and so is Thinking 0.5. The coming Thinking 2.0 in the next two or ten or fifty years is that nanotechnology will make computers so small they can connect with our neurons or replace our synapses. Famed Futurologist, **Ian Pearson**, contends that nanotechnologies will, by 2040, back up all our brains, so dying "won't be a major career problem." Wow, wouldn't you just love to work for that guy! All of which is to say that the revolution is underway. Make no mistake about it: I love technology when it works and how much easier it *can* make things. But I'm troubled by this technology-for-its-own sake onslaught.

But let's not end on an unhappy note. At the same time all this has been going on, **Facts on File** is taking a chance on me to come up with a book on the legal issues of social networking

Rumors from page 58

Forgot again! **Phil Davis** <pmd8@cornell.edu> is speaking at the **2009 Charleston Conference** as one of our plenary speakers and I wonder what his new *ah-ha moments* will be! We have a jam-packed schedule again this year with awesome speakers including **Ivy Anderson** (California Digital Library), **Jane Burke** (Serials Solutions), a panel on **Google** and the future of libraries, **David Lankes** (Syracuse University), **David Nicholas** (University College London), **Chris Warnock** (ebrary), **Michael Stephens** (Dominican University), and **Kevin Smith** (Duke University). And that's just

a small number of our speakers. Be sure and look at the full program online <http://www.katina.info/conference>.

Well, besides spending a few weeks in the hospital nursing my husband for his hip replacement surgery, we spent over two weeks in Scotland this summer. First stop was the **Fiesole Collection Development Retreat** in Glasgow. The theme of the Retreat was "**Reshaping Library Content: Building e-Collections and Accessing Global Resources**." Special kudos to **Derek Law** and **April Woods** and the entire city of Glasgow for the wonderful arrangements and welcome reception! There were many excellent papers. Read most of them at <http://digital.casalini.it/retreat>.

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Little Red Herrings from page 70

sites. These fall into two neat categories, access and liability. Access issues have to do with governments, schools, businesses or any other entity denying folks their 'inalienable' rights to access **Facebook**, **Twitter**, **Bebo**, **YouTube**, or any other SNS or SNS-type entity. Liability issues revolve around SNS creating, allowing or even abetting illegal activity. It can be as obvious as the whole **Craigslist** brouhaha that ended in murder, or it can be less than obvious as when posted personal profiles sink careers or when admissions officers check that National Merit's **Facebook** page only to find nude or semi-nude photos. The obvious court cases include **DOPA**, **CIPA** and so on, but there are others, to be sure.

So I call on all of you to send me your examples. I want to put together the most comprehensive compilation I can, and I can do that so much better by relying on the genius of crowds, or the far and madding crowds, or the trailing crowds of glory — no, wait, that's clouds. Never mind. Anyway, you get my drift. I can be reached at <herringm@winthrop.edu>, on **Facebook** or **Twitter** (Kipper56).

In case you're wondering, I already posted this in various Web-based places and am now doing so in print, too. It will be interesting to see which medium draws the most notice. I'll keep your posted, an old phrase that now has a very tech-savvy ring to it, huh? 🍷

Endnotes

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3. Howard, Jennifer. (May 13, 2009). "Library Protesters to Ohio State U.: Digital's OK but Save Our Books!" *The Chronicle of Higher Education*. <http://chronicle.com/blogPost/Library-Protesters-to-Ohio/7161>. Accessed and viewed August 2009.

Rumors from page 70

Forgot! What a great **Rumor!** About another marriage! **Dennis Brunning** <dennis.brunning@gmail.com> wore a tuxedo to his daughter's wedding! I was searching for a picture but couldn't dig one up. Can you? In the meantime, see this issue for **Dennis'** latest column. It's about the death of the Internet, some thoughts about **Amazon's Kindle**, blogging, and a few other things, p.68, and also p.52 for his interview with **Steve Bosch**.

Speaking of **Dennis'** column, I noticed that he mentions the latest **Nicholson Baker** article in *The New Yorker* (August 3, 2009)

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about the **Kindle**. "A New Page: Can Kindle really improve on the book?" I have to admit that, being *Against the Grain* myself, I find it refreshing to hear some circumspection regarding the eBook. It's not that the eBook is bad, it's just that, to advocate that the eBook will or should totally REPLACE the printed book, is, frankly, unrealistic and ignores the problem of preservation in the digital arena. http://www.newyorker.com/reporting/2009/8/03/0908003fa_fact_bak...

Speaking of which, I just got an advanced reading copy of *The Case for Books: Past, Present, and Future* by none other than **Robert Darnton** who is the director of the **Harvard University Library**, founder of **Gutenberg-e**, and author of a regular column in *The New*

York Review of Books as well as countless other monographs. Getting up on my hobby horse again, I will quote from **Bill Gates** (quoted in **Robert Darnton's** book): "Reading off the screen is still vastly inferior to reading off of paper. Even I, who have these expensive screens and fancy myself as a pioneer of this Web Lifestyle, when it comes to something over about four or five pages, I print it out and I like to have it to carry around with me and annotate. And it's quite a hurdle for technology to achieve to match that level of usability." (p.69). At this point in the development of the technology, I have to agree.

While we are still talking about books, I want to call your attention to another one. *Books as History: the Importance of Books Beyond*
continued on page 74

Building Library Collections in the 21st Century — Writing an Acquisitions Procedure Manual

Column Editor: **Arlene Sievers-Hill** <axs23@case.edu> <arlenesievers7@hotmail.com>

I finally got around to doing this for our Acquisitions department here at **Kelvin Smith Library**. A key acquisitions staff person retired after a long and stellar career. She possessed a great deal of specific information in her head. She did have time to do some cross training, but this occurrence made it clear a procedures manual was needed. I was involved more and more at the macro level over the years, not on the stroke by stroke, field by field on the keyboard level. It is one of those things that every Acquisitions Head knows he should do — some have, but the manuals become dated quickly. Perhaps that is because routine procedures change so rapidly in the age of changing Websites, delivery systems and everything else. In my case it was both a learning experience, and an organizational one. At the same time it was a training tool for the new acquisitions assistant, who replaced the retiring staff member. Someone asked on **ACQNET** if anyone had done such a manual. I answered that I had, and emailed it out. Since then I have had a flurry of requests for it, which I am happy to supply.

On beginning, I did as all librarians do — look on the Web at libraries like mine — large university ARL libraries for examples. No use reinventing the wheel. There really were not too many procedures manuals easily found, and those that I did find weren't as helpful as I had wished, but they did have some structure. I also called some colleagues, and got a little that way. I looked at ancient manuals from our own library and again parts of the structure were useful, not detail, of course.

After gathering what I could, I began with a pretty simple structure. It consisted of a preface, firm ordering and receiving, approval plans, rush ordering, and music, audio visual, foreign orders, vendor negotiation and relations etc. Within each of these sections I went into a lot of specific detail, of fields that must be filled, records that had to be downloaded, etc. We transmit orders in several ways, **EDIFACT**

with **Eastern Book Company**, from whom we get physical processing of books, and who automatically do out of print searching on books they can't get as new copies. Email and vendor Websites are used with many vendors and publishers such as **Amazon** and **Louis Goldberg**.

Our major domestic approval vendor transmits **PromptCat** records and now invoicing and there is a pretty complicated procedure for downloading those records as well. Some of the methods I used when writing the manual to include extremely specific procedures was to excise them from other documents or include a small document, edited of course, that described the detail I was seeking. These included the step-by-step **PromptCat** record downloading for **Blackwell's**, and the **EDIFACT** procedures for **Eastern Book Company** orders. I consulted other Technical Service department heads, such as **Christopher Thornton** who had been head of Bibliographic Services when **PromptCat** was initiated.

Two of my best sources for work flow detail were my staff members, **Ella Shurr** and **Stephanie Pasadyn**. **Ella** had worked for years with the staff member who had just retired. During the last few months of her tenure, **Mrs. Carolyn Kelly**, my retiring staff member, imparted in depth and with lots of practice the major functions of her job, firm ordering and receiving to **Ella Shurr**. Her

job involved tremendous amounts of detail, many judgment calls, and situations where there was no easy answer. As it happened, **Miss Shurr** applied for and was hired to be the firm order assistant, and the vacant approval plan assistant was filled by **Miss Pasadyn**, after a thorough and lengthy selection and hiring procedure.

We had a lot of time for preparation before the staff person retired, so an intensive cross training began early. Cross training is one of the most important things in acquisitions, as it is in serials.

We got a good example of the importance of cross training, and work accommodation as well as commonsense division of duties, due to **Mrs. Kelly's** eye surgery and a recovery period outside and inside the library. Acquisitions departments are not overstaffed these days, and one person gone can make a huge effect on workflow. I had been on some sick leave myself and when I returned it was imperative to get some procedures and policies codified on paper for the new person who would be hired in a few months.

Because the approval assistant position was vacant for a few months, I did some of the approval work receiving and invoice approval myself. This helped in refamiliarizing me with these routines. The Websites for the vendors we deal with for firm orders change frequently, usually to the better. I was always aware of these changes, because I kept in touch with our vendors consistently and encouraged **Mrs. Kelly** to contact our vendors and the vendor representatives with her opinions on their Websites and service. She was excellent at pointing out flaws and problems with the sites. Having been a vendor employee, myself, vendors would rather have this kind of feedback than none at all. During her illness we got one of our vendors, **Coutts** to send someone on site to alter her computer settings to allow her to use the computer more easily. This may seem irrelevant to a procedures manual but illustrates the fact that not everything can be codified. It is a good idea, along with updating frequently, to add addenda when things one hasn't thought about happen.

Of course along with all the procedures involved in the two main activities, firm ordering and approval plans, they have sub categories — music scores, DVDs and videos, special collections, out of print, and subject specific ordering. These were each given a separate section in the manual since they often included both firm ordering and approval plan procedures. Since our domestic approval plan is a major component of our acquisitions operation considerable explanation of those procedures were laid out, including the initial profiling, profile tweaking which is an ongoing

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their Texts is by **David Pearson**. (British Library/Oak Knoll, 2008. 208p bibl index; ISBN 9781584562337, \$49.95. Reviewed in April 2009 CHOICE.) What a refreshing book! With all the rush to digital that is taking place, this book looks at the book as history and artifact. **David Pearson** is **Director of the University of London Research Library Services** and is

a respected scholar in the field of eBook history. **Lorcan Dempsey** also gives this book a heads up on his blog. So — I am ordering this book and recommend it to you. We are librarians, aren't we? <http://www.orweblog.oclc.org/archives/001789.html>
<http://www.oakknoll.com>
<http://www.cro2.org>
<http://www.against-the-grain.com/>

The topic of the features in this issue of **ATG** is very timely — **entrepreneurship in libraries**.

At my college, the **College of Charleston**, we have seen our state funding dive from 60% to 14% in the span of twenty years! We are struggling to raise money so we can keep up our fabulous library and buy what we need to buy for our patrons. And we are all exploring options to make this happen. Be sure and study this issue carefully.

Along with everything else, we did not have space for many of the **2008 Charleston Conference reports** lovingly and professionally

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Building Library Collections ...
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procedure. Our approval plan as well as services from other approval and firm order vendors includes complete book processing and cataloging. Procedures for each of these are different.

In all sections there were decisions to make in description and step-by-step direction. There were some corners cut in all this description, especially when the tasks were very easy and well directed from Websites with very little other description needed. This was a judgment call. Some inclusions such as statistics keeping were given a separate description since they refer to all actions of the department. In all areas we tried to emphasize the necessity for working collegially with other employees and faculty members. This would be especially helpful to a new staff member learning the ropes.

After the manual was done, I realized certain aspects and procedures were omitted. Changes will be made. Also since **Blackwell's**, our approval and firm order vendor is in the process of rolling out and introducing us to a new version of **Collection Manager** that whole section may change. **Eastern Book Company** had just come out with a new version of their Website while the manual was being written so that was complete.

The biggest challenge will be keeping the acquisitions procedures manual up to date. Those manuals I found on library sites or to which I was directed were often a few years old. Instituting periodic review and revision will occur. Updating the manual frequently during the year is better if something changes and we have the time to change the document at that time, but like many of you we are quite busy doing acquisitions most of the year. During the weeks of financial closing in the summer is the ideal time, and it will be done on this schedule. That is not too onerous to make sure it does get done.

Our manual is placed on the **Kelvin Smith Library** private wiki for staff use. However, I would be glad to send you a pdf attachment of it if you wish. 🍷

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organized by the efficient and meticulous **Ramune Kubilius** <r-kubilius@northwestern.edu>! But, fear not! The reports will be printed in the next **ATGs** and will also be loaded online beforehand. Watch the **ATG NewsChannel Website!** <http://www.against-the-grain.com>

Speaking of the **ATG NewsChannel**, **Leah Hinds** <leah@katina.info> has been diligently working to redesign the Website and it should be up and running when you are reading this issue. Tell us what you think!

www.against-the-grain.com

You know, way back when, in volume 1 of **ATG**, we had a publisher's profile from the tirelessly energetic **Sara Miller McCune** of **Sage**. **Sara** has always been incredibly supportive of **ATG** and her mentoring suggestions have helped me immensely! Anyway, we are revisiting the **Publisher's Profiles** and are starting with one with this issue — **MPS**, p.62. If anyone wants to become the "Publisher's Profiles" editor, let me know! Or, alternatively, if you want to submit a profile, let me know! I would eventually like to load these profiles on the **ATG NewsChannel!**

And, speaking of way back when, I think I told you that **Jesse Holden** <Jesse.Holden@millersville.edu> wants to look at how acquisitions and collection development has changed over the years. So — we sent him back issues of all of **ATG** which has truly changed. The first issue was just 10 pages! and he is beginning a new column aptly named **Acquisitions Archaeology!** See this issue, p.84.

Speaking of which, **Jesse** has a new baby — **Adelaide**. Cute pic!

And speaking of new — this is new and old. **Jack Montgomery** <jack.montgomery@wku.edu> is taking over **Group Therapy!** Hope to see a new column in the November issue!

More new — **Steve McKinzie** <smckinzi@catawba.edu> has a new column which he is calling **590 local notes!** Hmmmm ... **Steve** tells me that when he was at **Dickinson** the library had a "rotating" director (is that what you call them — when the director's position is shared among the staff every few years) so he had to learn all about cataloging. Thus, the name of his column! **You go, Steve!**

Speaking of pictures, got a fantastic picture of **Cullen** — **Cris Ferguson** <cris.ferguson@furman.edu> and **John Larkin's** son. My! How he has grown! And how time flies. My grandson is 20 months and my daughter-in-law is pregnant again. Hooray! And — my two nieces on my husband's side are both pregnant and my sister-in-law is retiring to take care of the new babies. Gosh! What can I say!

Another baby update! just got an email from **Jim Morrison** <jmorrison11@carolina.rr.com> (once with **Bell & Howell** and **University Microfilms** (remember them?). Their twin grandsons, **Macewen Stewart Morrison** (4lbs. 13oz.) and **Cameron Patterson Morrison** (3lbs. 12oz.) were just born about 10 days ahead of schedule. Did I ever tell y'all that I was premature and just weighed 4 pounds when I was born?! And look at me now!

Bob Holley <aa3805@wayne.edu> has been

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to Baltimore and North Carolina this summer. But still he has written several thought-provoking pieces for this issue of **ATG**. First, his *op ed* about the **Google Book Settlement** which is very much against the grain, so to speak of what we have been reading recently from the **US Copyright office** and other places.

Second, in his random ramblings, **Bob** compares the world of collection development in the past to that of now. See this issue, p.44 and p.65.

And speaking of **Bobs** — **Bob Nardini** <bnardini@couttsinfo.com> has been busy this summer. He recently drove his youngest son to Raleigh, where he (the son, not **Bob**) will be enrolling at **North Carolina State**. Another southerner in the family, **Bob** says. Really? Well, I swan! Meanwhile, **Bob** was writing from **Niagara Falls**, where he was visiting **Coutts** which, he says, has the first integrated book/eBook approval plan. And **OASIS** version 4, the newest version of the **Coutts** database, has the special feature to search of out of print dealer inventories. And, coming up, **Bob** says that his next column will be written by **Ian Colford**, who is head of collection development at **Dalhousie University** in Halifax, Nova Scotia. **Ian** just published his first book, a collection of stories that has already one a prize in Canada and is in the running for some others. Mysterious. Looking forward!

Speaking of mysterious! It's hard to keep up with the enthusiastically energetic **Corrie Marsh** <cmarsh12@gmail.com>! **Corrie** has just finished guest editing Vol 35 #3 of **Serials Review** which is a collection of articles about **IRs**

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Issues in Vendor/Library Relations — Infrastructure

Column Editor: **Bob Nardini** (Group Director, Client Integration and Head Bibliographer, Coutts Information Services)
<bnardini@couttsinfo.com>

“Infrastructure” is a word we hear a lot these days, and frequently attached to the adjective “crumbling.” Bridges that collapse into rivers, banks that go under, airports where travelers don’t get out, hospitals where patients don’t get in, highways clogged with vehicles that don’t move. These and other sites of public dysfunction give journalists, bloggers, and everybody else plenty of room to point out that the basic structures all of us depend upon to go about our business are showing some age.

Libraries, on the other hand, boast splendid networks of infrastructure. Have a question? In case you do, there’s a Reference Librarian waiting behind the Reference Desk. Need a book? There’s an OPAC that might help, if you know how to use it, and if you don’t mind coming in to get the book, and if you can navigate our stacks.

The infrastructure problem slyly alluded to here is not, of course, overuse. While some parts of library infrastructure bear loads that grow heavier, such as inter-library loan systems or public study or computing areas, other library systems suffer from underuse. OPAC searches are not burning up library servers. Nor is the Circulation Desk in constant pandemonium. And like the telephone booths that were once always nearby — on every street corner, in every lobby, in every store — Reference “service points” have been coming down in libraries. It’s hardly an unknown problem. What to Do About Reference? is a question raised in the library literature all the time.

On the other hand, What to do About the Approval Plan? is a backroom question raised faintly at best in today’s literature. For decades approval plans have been a big part of the collection development infrastructure at academic libraries, while for years usage of print books has been shrinking at many of them. Some approval plans may have been trimmed in size, but each week on schedule most continue to deliver considerable numbers of books, each one of which just might circulate.

With a little luck you can still make a pay phone call on the street, even though they’ve hauled away most of the pay phones. It’s just a lot harder to find a booth now. Phone booths could come down because people have other ways to make calls. But if they hauled away a library’s approval

plan because people aren’t calling for books like they did in the old days, what would you do then?

Libraries don’t have other good ways of acquiring large numbers of books. What about firm orders? you might ask. That would require more staff to create, tend, and receive the orders; as well as selection effort to identify books to place orders for in the first place. This was a reason why approval plans grew as they did. They freed staff to do other things; or rather, they freed library administrators to free staff to do other things. They made it possible to rework the infrastructure.

Now libraries have the opposite problem. All the inertia is with the approval plan. It takes a lot of infrastructure to support one, not to mention the resulting books. Accept the books at a loading dock. Move them around on book trucks. Receive them at work stations. Display them for a week or two on special shelves. Hire and train technicians. Student workers, too. Write up the weekly schedule. Bring on selectors in their role. Educate the teaching faculty when you have to. House the books in the stacks.

Next, let’s not forget the approval plan profile. “I hate this more than anything in life” might be an extreme way of putting it, but once a subject selector did say that to me as I helpfully set out to work with him on defining his section of the profile. Extreme, sure, but over the years I witnessed many a selector more silently suffer the same agonies this expressive colleague did. Writing a profile is work. Some people dislike it. Others invest themselves in this work, take pride in it, enjoy it even. For a library, the process brings staff together into a social experience that can at some moments be as solemn as a courtroom and at others seem more like a quilting bee.

Either way, the profile becomes part of a library’s collection development wiring. Do we just rip it out?

Then there’s a book budget to spend, a budget over the years nurtured lovingly enough that spending seven figures on new print books annually is not an unusual thing for the top tier of libraries, and high six figures not unusual in tiers below that. The staff isn’t in place to spend that kind of money in any way other than through an approval plan. If usage justifies the money, fine, but

if making that case becomes difficult, what does a library do?

A library could say, Well we’ll just buy the books we need, then. And that could either mean saying, Thanks but we don’t need nearly so much money for print books anymore, which isn’t especially likely. Or it could mean saying, From now on we’ll just respond to demand for books, instead of anticipating the demand. And that again would mean more firm orders — and where then to get the staff to perform, say, the extra pre-order searching? Pull them from the new digitization project or off the metadata team? Again, not likely.

Then, there’s workflow. Libraries have invested a lot over the past decade in retooling workflows from prior eras of book selection and acquisitions, meaning, principally, to retrain and reallocate staff. Oh no, time so soon to do that all over again?

Maybe not. Over the decades the approval plan idea has been nothing if not flexible.

At first, libraries had more money for books than they were able to spend by placing orders for everything. Approval plans took care of that. Then money got tighter while academic and scientific book publishing exploded and the approval plan became the way for libraries to define the “core” of books they really needed. Then staffing got tighter and the easiest way to spend the budget, once more, was to grow the approval plan beyond the core. Meanwhile, book selecting became the lowest duty of selectors, who were all busier on other fronts and sometimes the approval plan kind of ran itself. At the same time, serials and then electronic resources began to eat up the book budget. A key component of book selection became coming up with the best way to cut the profile, often on the part of selectors who weren’t too familiar with actual book selecting, and at a time when some people weren’t so sure anymore that there really was a core, and others were starting to ask why the library still needed all those books in the first place.

That’s pretty much where we are today. How does it look for the approval plan? As infrastructure, how long until approval plans seem as ancient as Roman aqueducts in cities where citizens sip their sparkling water from bottles? In another column we’ll look at the approval plan’s prospects in a world where the biggest infrastructure problem might be the kind that isn’t crumbling. 🌱

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in the Asia Pacific. And in late September, Corrie will be at the University of Texas Pan American as Scholarly Communications librarian! Corrie is very excited to be joining a great library staff and

booming university. Corrie says that fortunately her Spanish is better than her Cantonese!

Speaking of languages, I had fun trying to speak Greek with Christine Stamison <cStamison@us.swets.com> in Chicago! Christine knows so much more Greek than I do! I am third generation and she is second generation, at least that’s my excuse.

And, for my last hoorah — how about this bad prediction! “This ‘telephone’ has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.” — Western Union internal memo, 1876. http://www.maniacworld.com/bad-predictions/telephone_has_too_many_shortcomings.html

See y’all in Charleston in November! 🐼