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## Lost in Austin

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This analysis can also suggest changes to organizational structure. If change is needed at the task level, it's also likely to be needed at the management level. A decision to focus competent managers on the most critical problems makes it clear to everyone where the library's priorities lie. And in a time when staff flexibility is the order of the day, management flexibility is equally important. It's critical to ensure that the organization is actually structured to correspond with the resulting solutions:

- Strategic tasks can be "organized in" via new departments, job descriptions, hires, reassignments.
- Low-priority tasks can be organized out, eliminating the need for individuals to "control the urge" to keep doing things the old way. Planning is as much about not doing certain tasks as it is about doing others.
- The most capable and respected hands-on managers can be charged with over-

sight of the areas that will experience the most change

When strategic plans and organizational re-design are inspired along these lines, they are realistic because they are based in the work itself. The strategy will have a longer shelf life, and also will respond more quickly to further change. The task-based approach needs to be combined with awareness of the library's context and a compelling vision, but concrete tasks offer a better place to start and end the discussion. Focus on tasks more often leads to action, and organizational action should be the goal of any planning process.

In recent months, we've encountered several examples of this approach in action. Two college libraries that share an ILS system are examining all technical services processes to determine whether a single, shared technical services department might serve both campuses more effectively. A large university library has reorganized from a traditional Acquisitions/Serials/Cataloging model into Print Management and Non-Print Management Departments, based on shifts in workload. Subscription agents have redefined their busi-

nesses in the context of e-journal management. ILS vendors have invented new products: electronic resource management modules, metasearch and linking tools. Book vendors have begun to integrate eBooks and other digital content into their systems and plans. Publishers have revamped production systems and developed online products of all kinds, and after a period of selling directly to libraries, have begun to rethink this, as libraries reassert the need for vendors and agents—specifically because those partners better support library workflows.

Some of these changes could have occurred sooner and caused less disruption had they been recognized sooner. Close scrutiny of task-based problems, viewed with some imagination and context, can help libraries, vendors, and publishers anticipate new developments and respond sooner and more effectively. But as obvious and practical as it seems, this pre-emptive approach is seldom consciously employed. Why not? It might just bridge the gap so often observed between strategy and the real world, between planning and action. 🐾

## Lost in Austin

by **Thomas W. Leonhardt** (Director, Scarborough-Phillips Library, St. Edward's University, 3001 South Congress Avenue, Austin, TX 78704-6489; Phone: 512-448-8470; Fax: 512-448-8737) <leonhard@libr.stedwards.edu>

The Fall 2004 publishers catalogs have already begun arriving and I haven't had time yet for the Spring 2004 catalogs not to mention the Fall 2003 pile on a shelf of one of my office book cases. In case you don't know, I love publishers' catalogs almost as much as I love antiquarian and used book catalogs written by knowledgeable book sellers.

Reading a publisher's catalog is a humbling experience — so many books and words, so much knowledge and erudition, so much reading even if one is picky. What's the point? That is my reaction sometimes as I am overwhelmed by the sheer numbers. We can't order everything and even if we could and did, we would not be doing our library readers any favors. Too many choices can lead to indecision, a gridlock of the mind. So librarians are supposed to winnow the field, picking out the most suitable for their library and their readers. But doesn't that include the right, the obligation to select some titles that would just be fun to read? That is the question that came to mind as I thumbed through the Fall 2004 Distributed Titles from **The David Brown Book Company**, a great name for a business if I ever heard one.

On pages 40 and 41, with the running titles *Cookery & Culinary History*, and *Cookery* (didn't one of **Shakespeare's** characters once say "Get thee to a cookery?"), six books are described, each with its own appeal.

**Prospect Books** has two entries, each a re-issue of a work published many years ago. "*A Treatise on the Art of Bread-Making* [by **Abraham Edlin** (edited by **Tom Jaïne**)] is England's first complete book on the subject. Published in London in 1805, it was the work

of a medical man, little known for any other books, save a couple of pamphlets on gout and sore throats and fever, which he observed in his native Uxbridge in Middlesex." The rest of the blurb actually becomes more interesting and we learn about laws pertaining to the sale of bread and the notion of breads made from not only wheat but also from rice, potatoes, and other grains (is the potato a grain — puffed or shredded potatoes for your breakfast cereal?). This might be one of those books too interesting to leave off our shelves.

The other **Prospect** book listed is *English Cookery Book: Historical Essays*, edited by **Eileen White**, the twelfth volume in a series, "Food and Society," the proceedings of the sixteenth Leeds Symposium on Food History of 2001, entitled "Books for Cooks, Housekeepers and Social Historians."

Each of the seven essays "is fully illustrated from the original books and sources, taking the study of cookery books to a new level from the point of view of bibliography and contextual history."

And also on page 40, we have an offering from **Southover Press** titled *The Art of Cookery (1758)* by **John Thacker**, introduction by **Ivan Day**.

"**Thacker's** book is that very rare thing, a cookery book of the English eighteenth century that has his own recipes throughout: nothing seems to have been plagiarized or borrowed from other writers. It is also the only book of its

kind to have come out of an English religious community. The **Dean of Durham** had a lavish grant for entertaining, and his generous hospitality meant that **Thacker** had to cook for all levels of society, from canons of the cathedral [there were canons to the left of him and

canons to the right] with sophisticated tastes such as the gourmand

**Dr. Jacques Sterne**, to tradesmen, poor widows and those of even more modest status." This is the book for you if you are a poor widow[er] of modest means and relish a bit of pre-Reformation eating.

On the facing page (41), there are three books from **English Heritage**:

*Roman Cookery: Recipes and History*, by **Jane Renfrew**; *Stuart Cookery: Recipes and History*, by **Peter Brears**; and *Ration Book Cookery: Recipes and History* by **Gill Corbishley**. Happily, each blurb gives recipe examples, but nevertheless, I am going to look for these the next time I am in a bookstore.

There are over 30 Roman recipes that you can reproduce including *Meat Pieces a la Apicus*, *Sweet wine cakes*, *Milk-fed snails*, and *Patina of Elderberries*. Mmmmm, milk-fed snails.

Reading a history of the **Stuarts** and feeling peckish? Try a pudding said to be a favorite of **Samuel Pepys**, *Sack Posset*. Or how about some *Knot biscuits*, *Shropshire cakes*, or *Quaker pudding*?

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But my favorite and the book I would choose of the three is the ration cook book. "Rationing was introduced in the early years of the Second World War and lasted for nearly a decade after it finished. During that extraordinary period, when the nation had to rely on its own resources to produce its food, recipes reflected the shortages and restrictions that were an inevitable result." For example, *Lord Woolton Pie*, *Mock Marzipan* (made with haricot beans), *Sardine Fritters*, *Poor Man's Goose*, and *Passion Dock Pudding* (a "square meal" made with dock leaves!)

**U • P • N • E's (University Press of New England)** Fall 2004 catalog's back list includes *Shaker Your Plate: Of Shaker Cooks and Cooking*, by **Sister Frances A. Carr**. That is all the information listed so I cannot share any recipes if there are any in this book. I think of Shaker furniture and hymns and wonder if there isn't a diet fad somewhere in this book. The photographs of Shakers that I have seen showed severely lean, dedicated persons that were probably not overweight by faith alone, although I would not rule out faith as an ingredient in any diet aimed at weight loss.

On page 4 of the **U • P • N • E** catalog there is an entry for *Civic Agriculture: Reconnecting Farm, Food, and Community*, "An engaging analysis of food production emphasizing that sustainable agriculture is important to community health," by **Thomas A. Lyson**. (page 4) **Lyson** appears to take a more scholarly and somewhat drier approach to growing food than **Alice Waters**, founder, owner, and chef at **Chez Panisse Restaurant** in Berkeley, California.

**Alice Waters**, founder, owner, and executive chef at **Chez Panisse Restaurant and Café**, a legendary establishment in Berkeley, California, has been writing about the connection between agriculture and food for many years and works with Bay Area children to help them learn to grow, cook, and eat with appreciation their own food.

She has written or co-authored eight books according to her Website that you really ought to visit ([www.chezpanisse.com](http://www.chezpanisse.com)). She has her own cookbook, called (are you ready?) — *Chez Panisse Café Cookbook* and one (a cookbook), that is for children called *Fanny at Chez Panisse*. I don't know either book but after looking at reviews and sample pages on **Amazon.com**, I will probably add them to my list of books to buy as presents, probably for one of my daughters and her two children who grow and cook many of their own vegetables in Noti, Oregon — they should learn about **Alice Waters**.

Finally, no kitchen would be complete, recipe books aside, without something to cook with. I have occasionally wandered into a store that sells nothing but kitchen utensils. I am always fascinated by the variety of pots and pans and dangerous looking instruments and puzzled at what you do with them. I am not much more at home in a hardware store but I can probably identify the purpose of up to half of the things I see there. What I need is *Kitchen Utensils: Names, Origins, Definitions Through the Ages* (**Palgrave/McMillan** Fall/Winter 2004 p.15 ), by **Phillips**

[sic] **V. Brooks**, a visiting professor of American Studies at the **University of Helsinki**. The catalog entry: "A one-of-a-kind book for all "foodies," this unusual book offers the histories of 375 American utensils. Presented by category — serving dishes, fireplace tools, lighting, cooking utensils, cutlery, drinking vessels, and measures — each listing includes a concise narrative of the utensil's origins, migrations to America, names, spellings, and uses from the early middle ages to the late nineteenth century. Filled with illustrations and amusing vignettes (isn't that a type of salad dressing?) *Kitchen Utensils* is a must-have for every food-history lover's bookshelf."

We have grown the food, shared recipes, and prepared the food. The natural thing left to do is eat the food but **Edward Behr's The Artful Eater: A Gourmet Investigates the Ingredients of Great Food** (page 12, **Chelsea Green Publishing**, Spring 2004) might make our meals more enjoyable.

"What makes good food good? When **Edward Behr** sets out to answer that question, his quest leads from the seemingly prosaic properties of salt and pepper to the differences among vanilla of different origins: Bourbon, Mexican, Tahitian."

"*The Artful Eater* contains a good measure of practical information — there are recipes and advice on the correct use and preparation of food. But at its heart the book is an appreciation of individual ingredients, the excellent raw materials on which all great food depends."

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## Leaving the Books Behind — Bookshelves

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**Column Editor's Note:** *I guess you'll have to read my blatherings this issue. Our guest writer is a little bogged down in school work, but is writing a fine article on the future of Technical Services for the next issue. I look forward to it. Have fun with this one and smile. — TM*

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Always wondered what professors are reading when they assign you projects and class work. **Heidi Hoerman** reads some of the most

This is a re-issue of a work that went out of print. The author gave up carpentry in 1986 to write about food and now edits a quarterly titled *The Art of Eating*.

**Chelsea Green** also publishes magazines about food, *Caseus International: Cheese Art and Culture* and *Slow: The International Herald of Tastes* (the Magazine of the Slow Food Movement) and a line of books classified as Eco-Cuisine/Slow Food/Herbs.

I will stop here because it is lunch time and I am getting hungry. 🍷

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