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Book Reviews -- Monographic Musings

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what would happen if our freshman students were suddenly unable to access, say, a textbook needed for a test? My guess: the savvy ones would find a way to work around the proprietary nonsense, break the DRM, decrypt the files, and then post the results somewhere. The un-tech-savvy students would do a search for a solution, find the posted files, and download them — after all, they'd think, they'd paid for the textbook to begin with, so why shouldn't they have access to their files?

Issues like this are made much more complicated by the proliferation of **Reader** devices and formats. In the group in which I work at **Penn State**, Emerging Technologies, we try to stay ahead of these things — not just regarding the devices in isolation, but their behavior in a group. Unquestionably, each device will find representation in the population we serve. We need to know how nicely they play, by themselves and with each other.

Each of these readers is tied, to a greater or lesser extent, tightly or loosely, to a particular format, retail front end, and approach to DRM.

These are old questions by now, but I must ask again:

What's going to happen when the textbook publishers either move into this space on purpose, or find themselves drawn in by the howls of their marketers, the demands of their distribution channels, or the usage patterns of their customers?

What's going to happen when these many and various ecosystems come into contact with materials in our university's Course Management System, or our university library's Course Reserves system, or its subscription-based electronic resources?

Honestly — until I can buy you an eBook — not a gift card good for use at an eBook store, but an eBook — until I can give you the eBook — or sell it to a total stranger — or donate it to a book drive to raise money for a charity — or pass it down to my kids — until the Digital Rights Management can handle all of our uses of eBooks in a manner resembling our uses of printed and bound books, maybe even give us some standards-based way to track licensure and provenance, we'll be stuck in the Stone Age with these things. 🐼

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Book Reviews — Monographic Musings

Column Editor: **Debbie Vaughn** (College of Charleston) <vaughnd@cofc.edu>

Column Editor's Note: April 11-17 is *National Library Week*, described by the *American Library Association* as "an annual celebration of the contributions of our nation's libraries and librarians." Libraries and librarians indeed make a number of contributions to schools, colleges and universities, archives, and businesses and

other special populations, as well as to the public at-large. Moreover, librarians play a myriad of roles, from information providers to educators to publicists to supervisors to collection architects.

This issue's *Monographic Musings* column features reviews of a number of new *ALA* titles that address these many functions.

Librarian extraordinaire **Eleanor I. Cook** returns to *MM* and offers her take on two marketing tomes. A hearty welcome to *MM* newcomer **Gretchen Gueguen**, who examines **Joan Giesecke and Beth McNeil's Fundamentals of Library Supervision**. **Gretchen**, a 2005 graduate of the College of Information

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Studies at the University of Maryland, has been working in library digitization since 2004 and is currently head of the Digital Collections department at East Carolina University. Finally, another hearty welcome

to *Joseph Thomas, head of Collection Development at East Carolina University, who considers Peggy Johnson's **Fundamentals of Collection Development and Management**. Many thanks to this crew of librarian-reviewers from ECU.*

Happy Library Week and happy reading, everyone! — DV

Dowd, Nancy, Mary Evangeliste and Jonathan Silberman. *Bite-sized Marketing: Realistic Solutions for the Overworked Librarian.* Chicago: ALA Editions, 2010. 978-0-8389-10000-9. 140 pages. \$48.00.
and

Barber, Peggy and Linda Wallace. *Building a Buzz: Libraries and Word-of-Mouth Marketing.* Chicago: ALA Editions, 2010. 978-0-8389-1011-5. 95 pages. \$45.00.

Reviewed by **Eleanor I. Cook** (Assistant Director for Collections and Technical Services, East Carolina University) <cooke@ecu.edu>

These two volumes complement each other and in some cases overlap thematically, but they are distinctive contributions to the literature of library marketing. They make sense as a double acquisition for libraries seeking fresh ideas for how to reach new audiences and develop a deeper appreciation with already loyal patrons.

Bite-Sized Marketing has a format that reflects Web 2.0 sensibility. It also assumes that its readers are not already marketing savvy. It gives basic definitions of marketing parlance throughout. The subtitle points to this, suggesting that this is a volume for librarians who have had marketing added to their already full plate, which is a reality many of us are faced with these days. This aspect of the book may be skipped by the expert marketing professional.

However, even seasoned public relations staff can find something valuable in this book. Let's face it, a lot of marketing professionals employed by libraries are NOT librarians and both books reviewed here may be particularly useful to these individuals.

This book does an excellent job of capturing the essence of some of the newest venues that libraries should be utilizing to reach a variety of potential patrons. It's important for libraries to stay on the cutting edge of social networking

and other technologies that may be overlooked by a traditional marketing approach.

Building a Buzz focuses on "word-of-mouth marketing" (WOMM) techniques, and is systematic in its approach. Most of the examples are from public libraries. All types of libraries can use the ideas presented here. It all starts with a plan; each library needs to craft a deliberate strategy for how to successfully promote its identity and services and to "get organized, stay focused, and be consistent." The book also emphasizes that it helps to have interested staff from all levels of the organization involved.

WOMM works because it starts internally. If staff members understand and embrace the library's message and spread the word to friends and family, this is one way to start a "buzz." WOMM is conversation with a purpose. Starting with this principle, it is relatively easy to build on it and collect testimonials from community members, students, or faculty, depending on what constituency you wish to develop. This book offers numerous examples of libraries doing successful marketing using these techniques.

The ideas presented in both books point towards the fact that libraries are often taken for granted and in order to gain and sustain attention, funding and appreciation, we need to take our message out to our public and let THEM tell our story for us. Advocacy is a relevant and expanding concept for all types of libraries these days, and both of these books cover this well.

These books would be a suitable purchase for any library that needs to improve or expand its marketing efforts.

Giesecke, Joan and Beth McNeil. *Fundamentals of Library Supervision.* Chicago: ALA Editions, 2010. 978-0-8389-1016-0. 189 pages. \$55.00.

Reviewed by **Gretchen Gueguen** (Digital Initiatives Librarian, East Carolina University) <guegueng@ecu.edu>

Fundamentals of Library Supervision is a new addition to the "ALA Fundamentals Series." The book serves as a handbook for

new supervisors giving them a lay of the land through seventeen chapters focused on individual issues from performance re-

views, to budgeting, to managing personal stress. Through the example of two rookie supervisors, "Gina" and "Tony," a diversity of supervisory experiences in a single library are explored. Cultures can vary in different divisions of larger libraries and the experiences of the two supervisors allow the authors to explore the multitude of factors that make up each individual work environment.

This book would be most appropriate for someone who is completely new to supervision and wants a taste of the types of issues they will now have to face. As it is only a handbook — by definition providing a cursory understanding of the issues on a specific topic — the book lacks the detail needed to really implement some of the strategies discussed.

The types of issues discussed, such as working with different personality types, conducting meetings, or conducting performance reviews, are ones that most people who have worked in a library environment would have had some exposure to (if only on the other end of the interaction in most cases). Other issues, such as incentives and budget structures, may be so tied to the specific organizational culture that the usefulness of having a handbook on issues like these may be low.

However, a few chapters in particular do have good starting points and basics. The chapters on initial meetings with employees, hiring and interviewing, and team dynamics contain good lists of questions to help you evaluate and plan in these areas. Lists of useful resources for further study at the ends of chapters would have been a very useful addition, but each chapter does contain some endnotes that could lead to further study.

An overriding goal of the book, set out in the preface, is to attempt to address changes in the culture of organizations and management styles, especially over the last twenty or thirty years. Several sections of the book are devoted to examining generational differences in the workplace, which is a growing trend in many libraries. In addition, chapters devoted to things like motivation, group dynamics, and project management address a more modern organizational culture that approaches work from a non-hierarchical perspective.

Although *Fundamentals of Library Supervision* may not be the perfect book for a more experienced library supervisor, the topics covered provide a good starting point for those new to the field to get the lay of the land.

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Johnson, Peggy. *Fundamentals of Collection Development and Management*. 2nd edition. Chicago: ALA Editions, 2009. 978-0-8389-0972-0. 407 p. \$70.

Reviewed by **Joseph Thomas** (Head, Collection Development, East Carolina University) <thomasw@ecu.edu>

In her Preface to the Second Edition, **Peggy Johnson** sets out her goal that this book serve both library science students and practicing librarians, and she clarifies how she has updated this edition by distributing information related to electronic resources rather than focusing on them in a separate chapter, and by including a new chapter on scholarly communication. As other reviewers have noted, **Johnson** works to meet another of her goals by addressing public, special, and school libraries more in this edition, yet her focus remains on academic libraries. Early on, **Johnson** establishes a theme of conducting collection development and management activities in light of how the library's collections fit within the environment of the parent institution, its goals, and mission. She begins, however, by building on her solid historical introduction to collection development with a discussion of the rapid growth of electronic resources over the last few years and the continued growth of publishing during a period of continuing consolidation among publishers. There is a natural opening here to address the rise of scholarly communications initiatives and their impact on the work of collections librarians, including attendant responsibilities as far apart as licensing and recruiting content for institutional repositories. Her chapter on organization and staffing functions as an introduction to beginning work in collection development and management. Core attributes and competencies, including skills in analytical reasoning and understanding of collection development policy and procedure, are key features, along with **Johnson's** acknowledgment that much learning must

occur on the job. One of the on-the-job tools emphasized is a bibliographer's manual.

Johnson suggests that policies and budgets are both evidence of planning, which should occur "in response to change in the environment while keeping in mind the library's mission and priorities" (66). Her descriptions of common elements and basic models of collection development policies are augmented by an appendix which includes three sample policies. Comments on accountability and efficient stewardship with respect to budgeting are especially timely revisions for this edition. **Johnson's** section on budgeting for electronic resources succinctly brings to the fore how libraries and their parent institutions are being forced to rethink how they measure return on investment for expenditures on electronic materials. The chapter on collection development addresses selection across all formats, including consideration of graphic novels, eBooks, and online journal packages. Deselection, storage, preservation, and replacement are options considered for managing collections, as well as the CREW method of review (and attendant acronym MUSTIE for certain materials); this chapter also now incorporates discussions of digital preservation activities and the transition to electronic-only access.

Johnson provides practical suggestions for liaison activities that are applicable to many different library types (for instance, many of **Jane Bridge's** suggestions for hospital libraries can be adapted to academic libraries). Unfortunately, **Johnson** does not address the evaluation of librarians' performance of liaison activities. Collection analysis, which should be continuous

and systematic, should be performed to help librarians understand how well the collection fits the needs of its parent institution. This chapter has been updated to include a discussion of recent revisions to **COUNTER** and the implementations of **SUSHI**. Shifts in libraries' collections toward "just-in-time" as opposed to "just-in-case" are treated only in the chapter on cooperative collection development, but may also deserve a place in the chapter on developing collections.

Shrinking budgets and pressing space needs create renewed interest in cooperative acquisitions and shared storage. And in a culture of continuous assessment, **Johnson** discusses evaluation of cooperative collection development by cost-benefit analysis as well as social return on investment.

An outgrowth from its section within the first edition's chapter on electronic resources, scholarly communication stakes a place as a new chapter in this edition and treats issues that grow more complex annually: open access, authors' rights, institutional repositories, and libraries' changing roles in the scholarly communications cycle. Recent events are captured, including the Public Access Policy and the **Harvard** mandate, and this chapter is nicely supplemented by an appendix defining and describing common licensing terms.

An expanded glossary and additional appendices round out the volume. One of them aids readers by providing professional resources for collection development while another lists multiple types of selection aids. Having URLs is helpful, but it is one of the factors that points out the eventual need to update the text. Other factors suggesting the need for future updates are issues that will become dated (such as **Oprah's** book club or current tax law), issues that haven't been resolved yet (or completely settled, in the case of **Google Books**), and the Web extras. With a clear and engaging style, **Johnson** has succeeded in producing both a guide and resource. Although there may be some room for improvement, I remain happy to recommend her book to all collection managers. 🌸

From the Reference Desk

by **Tom Gilson** (Head, Reference Services, Addlestone Library, College of Charleston, 66 George Street, Charleston, SC 29401; Phone: 843-953-8014; Fax: 843-953-8019) <gilson@cofc.edu>

Sage Reference's *Encyclopedia of Group Processes and Intergroup Relations* (2010, 978-1412942089, \$375) is another subject encyclopedia that attempts to define an emerging field. In this case, it represents the coalescing of two disciplines that until recently remained distinct. Editors **John M. Levine** and **Michael A. Hogg** explain that group processes are "what happens within the group... how members of a group think, feel, and act toward others who belong in the group." They also point out that ordinarily, intergroup relations refer to "what happens between groups... how members of a group think, feel, and act toward others who belong to a different group." However, they note that intergroup relations "can also refer

to what happens within (specific) groups ... as long as these responses are influenced by the broader context of intergroup relations." It is here where the "growing integration" of these two fields of study is most obvious.

There are close to 300 articles making up these two volumes exploring the individual elements of group processes and intergroup relations, as well as where they merge. These articles cover broad categories ranging from theory and methodology to individual areas of interest like group decision making, types of groups and subgroups, group structure, conflict and cooperation within groups, group performance and problem solving, and intergroup relations in society. The diversity of the

individual article coverage is impressive. Essays run the gamut from those on theories like attachment, group position, and intergroup contact theory, to those focusing on different group types like sports teams, support groups, and cliques. There are also articles on techniques like brainstorming, negotiating, and mediation, as well as those that cover specific issues like racism, deviance and conformity, territoriality, and sexual harassment. Numerous entries discuss elements of group interaction ranging from group emotions to group mind and from group polarization to group cohesiveness.

The entries are steeped in scholarship and written by experts in the fields of social

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