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## From the Reference Desk

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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.

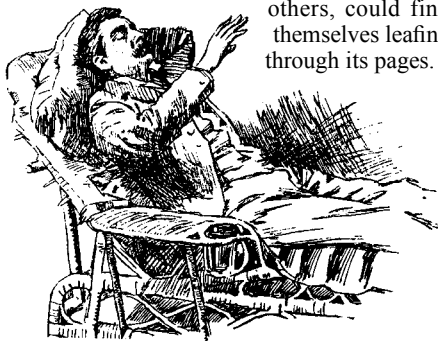
There are close to 300 articles making up these two volumes exploring the individual elements of group processes and intergroup relations, as well as where they merge. These articles cover broad categories ranging from theory and methodology to individual areas of interest like group decision making, 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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psychology, sociology, and organizational behavior. Content wise, the articles provide definitions and background, as well as reports on research and analysis. The authors are successful in writing in an accessible style easily grasped by undergraduates and informed lay readers. Each entry has list of see-also references and a bibliography. The set provides an alphabetical list of articles and a reader's guide to the entries by broad subject category. A useful index takes readers directly to the particular pages where they can find the specific information they are seeking. The *Encyclopedia of Group Processes and Intergroup Relations* is a title that has multi-disciplinary relevance. Undergraduates in fields as diverse as business, psychology, and sociology among others, could find themselves leafing through its pages.



**Grey House Publishing** adds another title to its "Top-Rated" series of reference works. *America's Top-Rated Small Towns and Cities* (2010, 9781592375974, \$195) is in its first edition and covers 8,908 towns and cities with populations ranging from 3,000 to 25,000. This two-volume set is structured much like the others in the series. The sections are arranged alphabetically by state with profiles offered for each location discussed.

This profile section is very brief and is not nearly as thorough as the contents available in other books in the series like *America's Top-Rated Smaller Cities* (2010, 978-1592375509, \$195). Perhaps this is a function of the size of the locations discussed and the lack of available information. The editors may also feel that a new star rating system devised for this set helps compensate (more about that later). In any case, each profile includes brief information about the history, population, economy, income levels, housing information, safety and crime, and educational attainment. The information in the profiles is generally adequate to give readers a general sense of the location. However, facts about the economy are skimpy. The only information provided is the number of single family and multifamily building permits issued. Unfortunately, there are no employment figures, nor mention of major business or employers. The profile section is followed by ratings of the various towns and cities within the state by the

factors covered in the profile. In addition, all this rating information is cumulated in a national ratings section that makes up half of volume two. This is a different approach than that used in prior works in the series that rely on appendices to relay such comparative information. Each state section is introduced by a map of the state and a list of the various locations by star rating.

As mentioned above, new to this set is that each entry starts with a "star" rating system. Stars are assigned "using a proprietary bell curve formula" that takes into consideration home values, educational attainment of the population, the visual attractiveness of the area, etc. Exactly how this formula is calculated remains a mystery but it includes at least these three criteria. In any case, it gives readers an easy-to-grasp evaluative comparison among locations. The highest rating is five stars.

While the individual entries in *America's Top-Rated Small Towns and Cities* are not nearly as thorough as in prior sets in the series, it does provide information about numerous small locations not discussed anywhere else. It also provides other features that users may find helpful like the star ratings. Libraries that have found other sets in this **Grey House Publishing** series useful to their patrons will want to consider it. It will help round out their collections, as well as give basic information about nearly 9,000 locations throughout the United States, and it does so in an easy-to-use reference set. 🌿

## ATG Interviews Patrick C. Sommers

### President, Gale, part of Cengage Learning

by **Katina Strauch** (Editor, *Against the Grain*) <kstrauch@comcast.net>

**ATG:** *We have read all the press reports about EBSCO's exclusive licensing agreement with Time, Inc., and Forbes. We have also read Gale's open letter about the exclusive agreement. As I understand this, Time, Inc. asked for the exclusivity via an RFP? Is that correct?*

**PS:** **Time Inc.** was looking for a single partner with whom to distribute their content into the library market. In our discussions with them, it was clear that it was immaterial to them whether the winning bidder sub-licensed the content to other information providers. This is the key differentiator in the bids they received. **Gale** submitted a bid that exceeded their "asking price," and it included the rights for us to sub-license to other information providers. Our intent was to share content with our competitors to ensure fair access for all library users. The winning bid, as we understand it, was well in excess of what the publisher requested in its RFP, and access, as has been announced, will be restricted to one aggregator.

As for **Forbes**, we did have the opportunity to bid for the content, but it was late in the process and we pushed our way into the process. Another information provider proactively approached the publisher with

an exclusive bid and attempted to preclude others from bidding. To **Forbes'** credit, they did not seek an exclusive agreement, and they did allow us to bid as we did for **Time** — for rights to redistribute their content to all information providers to ensure fair access for all. Unfortunately, the other aggregator bid an even higher amount to keep the content for themselves. As we've stated, we believe this runs counter to fair-access principles that libraries value so much.

**ATG:** *Does Gale have any exclusive contracts with any publishers? Do other aggregators? Is the need for exclusivity increasing or decreasing? Why or why not?*

**PS:** **Gale** has no exclusive licensing agreements for periodical content in our aggregated databases. There is no "need" for exclusive agreements in this part of the market. Publishers are certainly looking to augment their falling subscription and ad revenues, and we understand that. We believe that, with education about the impact of exclusives and careful execution of non-exclusive agreements, all parties — publishers, information providers, libraries, and users — can win. But not if the interests of one or more of those groups are not addressed.

**ATG:** *I understand why exclusivity is not good for libraries. It limits competition. Is there any alternative for the databases that do not have exclusive agreements for specific titles once an exclusive agreement is in place at a competing aggregator?*

**PS:** When this issue first arose more than a decade ago, academic libraries were forced to work with certain vendors or publishers to get access to high-end STM content — in many cases at an extreme premium. This eventually led to the creation of the Open Access movement. Libraries and researchers realized that allowing one publisher or a collective of publishers to have that much control was detrimental to their respective missions. However, while Open Access content has created new opportunities, it did not solve the problem. Libraries are still seeing tremendous price increases for content they feel they need to have and cannot get anywhere else.

For public and K-12 libraries, this practice is new — and it's definitely new for popular magazine content licensing. The timing is interesting, because newspapers, magazines, and information sources are changing rapidly. For many popular magazines, decades of

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