January 2019

If Rumors Were Horses

Katina Strauch

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I
n the United States, the dominant paradigm of research libraries as content managers for print government documents and access portals for digital government information and data took a substantial turn in late 2016. With the change in Presidential administration, academics, journalists, and other constituencies whose work relies on uninterrupted access to federal information expressed concern about the specter of political threats to data and information produced and disseminated with public funding. In particular, public access to climate and environmental data was suddenly seen as fragile and vulnerable.

The response over the past year has been, frankly, remarkable. Longstanding library work to collect, describe, and preserve federal government information in print and digital formats, much of it in partnership with the U.S. Government Publishing Office (GPO) and other government agencies, received renewed attention, even as new energy poured into experimental and transformative models for capturing digital content at risk for loss from trusted public sources.

News outlets featured and valorized the work of library and information professionals in safeguarding the public’s right to know, even as libraries and public advocacy groups scrambled to organize hundreds of enthusiastic volunteers eager to save government information.

This issue of Against the Grain is an attempt to capture the network of projects and relationships that connect a specialized group of publishers—government agencies—with libraries as content stewards. Libraries are collaborating with partners to explore new methods and approaches to solving a persistent problem: how can we ensure that government information will be freely available to the public for the foreseeable future?

The Federal Depository Library Program (FDLP) continues important work that is now over two centuries old. Implemented by the GPO, the FDLP serves as a model of distributed access to print federal documents, one that has resulted in de facto preservation. Participating libraries agree to accept copies of information dissemination products, and in exchange make them freely available to the public for as long as the materials are in their possession. The Federal Depository Library Program (FDLP) continues important work that is now over two centuries old. Implemented by the GPO, the FDLP serves as a model of distributed access to print federal documents, one that has resulted in de facto preservation. Participating libraries agree to accept copies of information dissemination products, and in exchange make them freely available to the public for as long as the materials are in their possession. The Federal Depository Library Program (FDLP) continues important work that is now over two centuries old. Implemented by the GPO, the FDLP serves as a model of distributed access to print federal documents, one that has resulted in de facto preservation. Participating libraries agree to accept copies of information dissemination products, and in exchange make them freely available to the public for as long as the materials are in their possession.

EMINDER!!!! We have moved. Our Citadel mail will NOT BE FORWARDED TO US ANYMORE! Yesterday, I got three renewals from companies that should have used the new address! They know about it. If you use the wrong address in the future, your mail will probably be returned to you or trashed! THE NEW ADDRESS IS PO BOX 799, 1712 Thompson Avenue, Sullivan’s Island, SC 29482! Thanks, everybody! And HAPPY NEW YEAR!!

We are starting 2018 with some column editor changes! Listen up!

Tom Gilson our long time editor of From the Reference Desk has decided to give it up and devote more time to ATG, the Charleston Conference and ATGMedia our new venture. Tom began and edited this column for 20 years! Thank you, Tom, for your many reviews!

Just off the phone with Nicolette Warisse Sosulsiki of the Portage Public Library who will take over From the Reference Desk beginning in April. What a delightful conversation we had! Nicolette is from Louisville (can’t say it the way she does)! She is the Business and Reference Librarian at Portage District Library in Michigan, as well as

Joyce Dixon Fyle and her posse during the DineArounds at the 2017 Charleston Conference!

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Dear Editor:

Letter Addressed to Katina and Leah

A huge thank you for all the assistance in attending the 2017 Charleston Conference! I had a wonderful Conference experience — learning new things and meeting many new people. I hope to attend next year as well. It really was terrific. Thank you again!

Sincerely,

Nancy George
(Salem State University)

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Letter Addressed to Santa

We respectfully request that you keep the snow up in the North Pole where it belongs! We down here don’t have the equipment or the expertise to deal with deep snowfalls or way below freezing temperatures. Thanks for understanding.

Cordially,

We in the warmer regions.

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From Your (enough! Snow!) Editor:

It has been cold as you-know-where here in Charleston! I have been saying that I will never ever complain about the heat down here again. (Well, maybe.) All of the offices and bedrooms had to be closed up to trap the heat inside. I am having a hard time adjusting to the cold. Usually the thermometer doesn’t go as low as 30 degrees Fahrenheit and when it dips to 20 we don’t like it at all. But it has been 20 only for at least two straight weeks! Boo!

However, despite blizzard et al, Lynda Kellam and Shari Laster have done a masterful job on this issue covering Ensuring Access for Government Information. As we all know, this is a frequently neglected area of librarianship for several reasons but what a ground-breaking issue this is. There are articles about fugitive documents, the issue of state document collecting, ASERL’s plan for managing a collaborative federal depository collection, the HathiTrust federal documents program, the University of California documents program, the data rescue program in Canada, the data mirror project, preservation of electronic information. Did you ever think about what happens to Presidential documents when Presidents change? One of the papers is about that. I didn’t think about that, but thank heavens there are government documents librarians who care about such things! I am very impressed by all the work that goes into being a documents librarian.

Thank Lynda and Shari and their group of authors who have done their best to keep us in the know!

Our interview this time is with Jon Cawthorne, Dean of the University Library System, Wayne State University who David Parker (ASP) discovered in his series of articles for ATG on consolidation (on the ATG NewsChannel and in earlier print editions). The Op Ed is by Adam Blackwell about fake news and Jim O’Donnell seems to be taming a rattlesnake as well making the print collection discoverable. Becky Lenzini reports on the Charleston Initiative and the amazing work being done on the future of eBooks. Regina Gong arranges many book reviews as do Donna Jacobs, Anne Doherty, and John Riley.

I am especially excited to share our UP AND COMERS profiles! Leah and Tom and Erin are scheduling podcasts with them even as I write.

As always Bill Hannay lets us in on an important issue — facing up to Facebook. Mark Herrig wants to save the Internet. Lolly Gasaway has questions and answers, Myer Kutz tells us about the PROSE awards, Bob Holley about peer review, and there are articles on agile management of electronic resources, collaboration across library units, managing time, library analytics, and much, much more!

Wait! They are calling for snow tomorrow — again! NO! Where is summer?

Happy New Year! Yr. Ed.

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VOLUME 30 — 2018-2019

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FOR MORE INFORMATION CONTACT

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collections. Some libraries with notably rich historical collections have kept this promise for well over a century. Of course, libraries can only preserve what they have been able to collect, and as James R. Jacobs writes, vast numbers of fugitive documents have resulted from both accidental and deliberate gaps in the mechanisms used to identify and disseminate official content. For content managed in a smaller network, as with state government information, these gaps can be exacerbated by funding issues and other challenges inherent to scale. Susanne Caro identifies many of the ways in which print and digital state information can become at risk of loss.

Partnerships among federal depository libraries are making important strides in access and preservation for federal information. The Association of Southeastern Research Libraries (ASERL) has developed its own network of libraries that are building focused, comprehensive depository collections. According to the Coordinator of ASERL’s Collaborative Federal Depository Program, Cheryle Cole-Bennett, the benefits of this project are accruing throughout the region. The HathiTrust Digital Library has launched a focused program for building its collections of digitized federal documents, work described by the Program Officer for Federal Documents and Collections, Heather Christenson. By leveraging HathiTrust and relying on long-standing close consortial ties among University of California libraries, the UC system is adopting a new approach to managing its government documents collections. Jesse Silva describes the Federal Document Archive or FedDocArc, which encompasses both print and digitized volumes and aspires to be a comprehensive collection for all UC campuses.

Other partnerships do not rely on consortial ties, but instead bring together those able to do important work with those willing to help. The End of Term Project, discussed by Mark Phillips and Kristy Phillips, is a collaborative effort with university, government, and not-for-profits partnering to capture a comprehensive snapshot of the federal web presence at the end of every Presidential administration. Data Rescue became an enormous success in late 2016 and early 2017 as it brought the work of collecting federal data products to researchers, students, and members of the public who wanted to help save government information. Margaret Janz describes the development of DataRefuge and highlights the accomplishments of this movement.

Among Canadian data librarians, a focused project succeeded in reuniting data with the information needed to interpret and use it. The model outlined by Kristi Thompson demonstrates the benefits of cooperating with data producers. Similarly, the University of California Curation Center (UC3) is pilot-

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

I was so sad to learn from Paul Gerbino, one of Ed’s business partners, that Ed passed away December 28, 2017.

From Paul:
I thought I would take this opportunity to send my thoughts on the recent passing of Ed Colleran. I know you lost a great friend in Ed. He spoke very highly of you and I know he cared deeply for you. Ed was one of the few people that I regarded as a true leader in content licensing and permissioning. He was loved and respected by many people. If there was a content licensing Hall of Fame, he would have one of the biggest busts in the room. Ed Colleran left Triumvirate Content Consultants in March.

From Katina:
I met Ed way back when he worked with the Copyright Clearance Center. He was a huge help to a novice in the licensing industry. He left CCC to start his own business, and he enjoyed traveling to Charleston and visiting the many tourist sights. Ed began to work with the Charleston Conference on program selection. He instituted the Speed Networking sessions. Ed attended the 2016 Charleston Conference but had to leave abruptly for health reasons. He will be missed. May he rest in peace.

From the Printed Obituary:
KITTERY, Maine — Edward W. Colleran, 59, of 205 Whipple Rd., and formerly of Boston, Mass. passed away, Thursday, December 28, 2017. He was born February 22, 1958 in Youngstown, Ohio a son of the late Louis C. and Jeanne (Spitzer) Colleran. He was a graduate of the University of Vermont and had worked in publishing for many years.

He leaves his husband, Steven M. Dines; two brothers, Michael C. Colleran and his wife Janet; and Tim Colleran and his wife Lori; a sister, Elizabeth J. Colleran and her husband Hollis; nieces, nephews and friends.

A Celebration of Life will be held at a later date with a time to be announced. Memorial contributions may be made Brigham and Women’s Cancer Research, https://giving.b Brighamandwomens.org/cancerresearch.


http://www.legacy.com/obituaries/seacoastonline/obituary.aspx?n=edward-w-colleran&pid=187757935

Good news! Regina has found her replacement — Corey Seeman, the Director, Stephen M. Ross School of Business Library at the University of Michigan. Wow! Corey is a good friend of the Charleston Conference! He made several Charleston Conference presentations this year and in prior years! There is also a great podcast (#39) about his unit which has recently undergone a transformation from a traditional library to an electronic-only library service group with the completion of the Ross Construction project in 2016. In addition to writing about libraries, Corey has written articles primarily
authors. This “Collection Profile” snapshot enabled us to establish the baseline on which we are building the federal documents collection.

Based on this analysis we have set specific collection development priorities in consultation with the HathiTrust Federal Documents Advisory Group.4 The priorities were chosen after considering a number of criteria including recommendations of HathiTrust working groups, widely known and consulted series distributed by GPO, titles commonly held by HathiTrust member libraries in print, synergies with the broader HathiTrust collection, synergies with other large collaborative endeavors related to federal documents, potential for HathiTrust Research Center use, and finally (and importantly), compelling and broader general interest for both member libraries and end users.

Discovery and Access

HathiTrust offers users the ability to build curated collections via its Collection Builder tool, which we have used to establish a U.S. Federal Documents Collection that will be curated and maintained by staff. This new collection provides end users with a way to filter searches to only include federal documents. As we build new subsets of federal documents, we are adding searchable collections for those as well. For example, we have created a collection of Statistical Abstract of the United States, an annual compendium of U.S. statistics believed by librarians for providing the most commonly asked-for statistics all in one place, with references to more in-depth sources. Statistical Abstract had been published by the government since 1878 but was discontinued in 2012 when the government program that produced it was eliminated, although a commercial version is now produced by ProQuest. The digital surrogates in the HathiTrust collection are created with access in mind, but will be preserved for the long term, as well.

HathiTrust’s full text search feature solves some classic federal documents discovery problems, for example, locating items of interest out of over fourteen thousand volumes of published federal reports and Congressional documents commonly known as the “Serial Set,” or unexpectedly uncovering federal documents in the course of a broad search. Digital federal documents are freed from shelf order, and can be accessed or grouped topically, by date, with or without non-government works, or in any number of other flexible ways depending on user needs. Within the HathiTrust Research Center, scholars may look through the lens of federal documents over time and across agencies, and see paths of evolution for government, politics, social issues, health issues, culture, and more via computational analysis. Additionally, federal documents collections can be imported into the HathiTrust Research Center environment as worksets for computational analysis.

We are pursuing a number of avenues to provide a better experience for end users. As librarians well know, one of the biggest barriers to better discovery is metadata quality, and this is especially true for federal documents. Access depends on documents being available to users for reading and download, and HathiTrust relies heavily on metadata to determine the rights status of publications. Federal documents are largely in the public domain with a few exceptions, but inaccurate and incomplete bibliographic metadata can result in the interface providing only limited view for end users. Metadata remediation has the potential to open up viewability for many federal documents. To improve both discovery and access, we are exploring targeted metadata remediation in collaboration with our member libraries and the staff of Zephir, HathiTrust’s metadata management system,1 as well as continuing to enrich our Registry database and exploring automated metadata creation projects in partnership with scholars.

HathiTrust is also focused on quality of its digital objects, and a member-led working group is currently developing a schema to characterize quality for end users and use cases. HathiTrust has an active community that is very interested in quality and reports to us on it. Over the last six years, our User Support Working Group has received and successfully resolved over 2600 quality issues. The Federal Documents Program is planning user experience research to better understand specific needs for discovery and access to the documents within the HathiTrust Digital Library, and to understand user experience problems inherent to documents that can be addressed through improved interface design. We are also exploring needs related to federal documents content sets and analysis within the HathiTrust Research Center.

Looking Ahead

We have our work cut out for us in the near future, with a priority to intentionally develop the digital federal documents collection and services in order to realize the value of this tremendous community asset. We will continue filling collection gaps through digitization of print, and are launching collaborative projects to do so. Since our goal is comprehensiveness, in the coming year we plan to investigate possibilities for incorporation of born-digital and web-archived federal documents into HathiTrust. The range of possibilities and quality of experience for end users will continue to improve not only as we grow our overall federal documents collection, but also as we delineate specific collections for access in the both the HathiTrust Digital Library and Research Center, and as we improve metadata, assess quality, and ensure that federal documents are available in full view. HathiTrust has a relatively small staff and large ambitions, so our success will depend on working collaboratively across our membership and with the broader library community.

Endnotes


Rumors

in the areas such as library systems, cataloging (especially in the context of special library collections) and on collection development issues associated with autism. On a lighter note — he has a cooking blog and a somewhat over-the-top obsession with squirrels and cats (talk about diverse!). http://www.against-the-grain.com/2017/10/atg-the-podcast-episode-with-corey-seeman/

The past several weeks have seen Michael Paul Pelikan swept into an increasing tempo of medical interventions related to his ongoing back saga that has eclipsed much of his normal activity. Michael was appalled to discover, amidst examinations, imaging, treatments, and injections, that he missed the deadline for his Dec/Jan column! Shame on him! Moving right along, Michael just underwent surgery to fuse his right ilium to his sacrum, his fourth surgery on his lower back. OUCH!!!! He says he will be down for a minimum of six weeks, and perhaps longer based on his recovery time. Michael says that Against the Grain and his “Antidisestablishment” column remain an online outlet and a source of considerable satisfaction for him as well as for all of us including Yr. Ed. Michael recalls a luncheon in Anchorage many, many years ago, for the Editor in Chief of one of the two important newspapers in town who was going on a leave of absence, and was being feted and roasted by colleagues and friends. In his comments after all continued on page 43
be mobilized, the long journey by night with the patient wife and the unbearable children, the parting at the station and then, three days later, at the little apartment in Belcourt, his sudden appearance in the Zouave regiment’s handsome red-and-blue uniform with its baggy pantaloons, sweating under the thick wool in the July-August heat, a straw hat in his hand because he had neither turban nor helmet, after he had sneaked out of the depot under the arches of the docks and run to kiss his wife and children before shipping out that night for the France he had never seen, (He had never seen France. He saw it and was killed.) on the sea that had never before carried him; and he embraced them, strongly and quickly, and he left at the same pace, and the woman on the little balcony waved to him and he responded on the run, turning to wave the straw hat, before once more racing down the street that was gray with dust and heat, and then he disappeared in front of the movie theatre, farther on, into the radiant light of the morning from which he would never return. Jacques would have to imagine the rest.” Draft as a noun for compulsory military service and draft as a verb for recruitment for a purpose have now joined the draft of cold air in this draft of beautiful words that reflect Camus’ very intimate thoughts on becoming a man.

I would be remiss if I didn’t give a nod to the part of the story that explores Jacques’ love of books and the public library. I leave you with Camus’ words that speak right to this booklover.

On Books: “Jacques had always devoured any books that came to hand, and he consumed them with the same appetite he felt for living, playing or dreaming.”

On the public library: “But about the same time they started at the lycée, a public library was opened in the area, halfway between the street where Jacques lived and the heights where the more refined districts began, with their villas surrounded by little gardens full of scented plants that thrived on the hot humid slopes of Algiers. These villas circled the grounds of Sainte-Odile, a religious boarding school that took only girls. It was in this neighborhood, so near and yet so far from their own, that Jacques and Pierre experienced their deepest emotions (that is not yet time to discuss, that will discussed, etc.). The frontier between these two worlds (one dusty and treeless, where all the space was devoted to its residents and the stone that sheltered them, the other where flowers and trees supplied this world’s true luxury) was described by a rather wide boulevard with superb plane trees planted along its two sidewalks. Villas stretched along one bank of this frontier and low-cost buildings along the other. The public library was built on that border.”

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**Rumors**

from page 24

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**Booklover**

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**Rumors**

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**Questions & Answers from page 48**

**ANSWER:** No. The statute does not use the phrase "nonprofit educational uses" but uses that take place in nonprofit educational institutions in the course of instruction. A nonprofit publisher is not an educational institution. Many entities are nonprofit but are not educational institutions. It depends on how the entity is organized under the tax code. Additionally, there are for-profit schools that do not qualify for the nonprofit educational institution exceptions to the Copyright Act.

**QUESTION:** Who owns the copyright in a contemporary photograph of a painting or sculpture?

**ANSWER:** Photographs are protected by copyright as pictorial, graphic or sculptural works. Generally, the photographer owns the copyright in a photograph of a work of art, unless the photo was a work for hire. In that case, the copyright is owned by the hiring entity.

Assume that the underlying work of art is still under copyright, if the photograph is an exact recreation, with no elements of originality such as lighting, angle, etc., then the artist owns the copyright as the photograph is a reproduction of a work of art. If the art were in the public domain, the photographer would own the copyright in a photograph of the work if it possesses the requisite originality.

**QUESTION:** A children’s librarian asks about the recent case that decided child-focused literary guides infringed the copyrights in the underlying novels.

**ANSWER:** In Penguin Random House LLC v. Frederick Colting d/b/a Moppet Books, 2017 U.S. Dist. LEXIS 145852, the district court for the Southern District of New York found that the defendant company was creating unauthorized children’s guides to classic novels. The defendants claimed that the works they created were protected as a fair use. Called “Kinderguides,” the books were summaries of novels such as *Breakfast at Tiffany’s*, *The Old Man and the Sea*, *On the Road* and *2001*. The court stated that it was not necessary to determine substantial similarity since the guides were based on the plaintiffs’ novels. Defendants claimed that they had copied unprotected “fictional facts,” described as characters and storylines. The court held that copyright protects not only the literal text of a work but also made up facts about characters and events. These are creative and are protected expression. The kinderguides were a simple recasting, an abridgment. The use was not found to be a fair use.

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**Rumors from page 43**

Wendy Hagenmaier (Georgia Tech) collaborates on Lost in the Stacks, Sarah Hare (Sarah Crissinger) (Indiana University) on the ACRLog team, Inge Haugen (Virginia Tech) works with Ithaka S+R and in the book, *This is What a Librarian Looks Like*, Kate Hill (UNC Greensboro) named Libraries Fellow North Carolina State University, Heather Howard (Purdue) managing large scale data-driven deselection initiative, Maoria J. Kirker (George Mason University) sees expansion between collaboration in public and academic libraries, Amanda M. Lowe (Univ of Albany, SUNY) wants to overhaul marketing materials for the library, Michael Rodriguez (Univ of Connecticut) named LJ Reviewer of the year for 2015, Kelly Durkin Ruth (US Naval Academy) likes cookbooks and gardening, Katrina Spencer (Middlebury College) was a doctoral student for a brief period, has curated several multi-format displays, Jennifer Theogersen (U of Nebraska, Lincoln) Fulbright Fellow 2013, Katy Kavanagh Webb (East Carolina University) is Chair of LITA’s minority scholarship granting committee. I have just highlighted a few things. Read more on pages 79-89 this issue.

continued on page 64
West Virginia University Library hired a new Dean in 2014 and a consultant’s report on technical services later that year led to the creation of the Director of Knowledge Access and Resource Management position. Waterhouse was hired and arrived to find staff ready and eager for change. A move from Voyager, Summon, Serials Solutions and various other systems to WMS led to very streamlined processes for managing holdings. The technical services department was centralized and restructured into four units: e-resources, data analysis, ordering and receiving, and metadata, the latter mostly working on projects. Staff changes were based on the individual’s personal strengths. Staff had input into which unit they went to and were energized by the new structure. Culture shifted to empowerment with accountability. Workflows are flexible to adapt over time. Performance management was added. A standing Electronic Resources Committee was replaced with a Collection Advisory Committee, whose membership rotates. In transformational change, the exact destination is unknown. A loss of expertise occurs. It’s important, therefore, to create short-term wins and focus on training and communication. Being very focused on getting things done can interfere with developing good relationships with staff. Empowerment should not occur before people have the skills.

**Why We Blog** — Presented by Pat Sabosik (ACI Information Group); Chris Erdmann (North Carolina State University); Thomas Nadelhoffer (College of Charleston); W. William Woolsey (The Citadel)

Reported by: Karna Younger (University of Kansas) <karna@ku.edu>

Wanting to explore blogging in academia, Sabosik assembled a panel of two teaching faculty members, associate professors Nadelhoffer and Woolsey and a librarian, Erdmann (formerly at the Harvard-Smithsonian Center for Astrophysics). Nadelhoffer and Woolsey shared their motivations for blogging and the challenges they have faced. Both started blogging for intellectual reasons. Nadelhoffer, who manages two and writes one blogs, established a blogging community for experimental philosophers wanting to adapt cognitive psychology theories. Woolsey captured a wider audience to voice his criticisms of Federal Reserve policies during the Great Recession. Both faculty asserted more faculty members would write and cite blogs if it were given greater recognition in the tenure process. Speaking from his Harvard experience, Erdmann positioned that having blogs indexed in the ACI Scholarly Blog database helped Astrophysicists gain greater recognition within the academy for their blogging. As a librarian, Erdmann also found ACI’s archiving and preservation practices helped libraries better preserve these works.

(See also Pat Sabosik’s column on this topic in *ATG* v.29/4, September 2017.)

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**Rolling in the Deep: Negotiating to Have it All** — Presented by Kristina Alayan (Georgetown University); Jennifer Carroll (University of New Hampshire); Aaron Lupton (York University); Ronda Rowe (University of Texas at Austin)

Reported by: Jharina Pascual (University of California, Irvine) <jharina@uci.edu>

This session was a distillation of the webinar “Negotiation Skills for Librarians.” An important first step to a successful negotiating strategy is addressing the mindset that implies that negotiations are a de facto negative position to be in and that librarians have little or no leverage or skill set to address the issues involved. After taking this step, librarians need to be proactive in profiling the party with whom they would be negotiating. They also need to be cognizant of the content under discussion and the options involved, and what the library is willing or unwilling to give up. Key to this process is the understanding that vendors are equally invested in a successful outcome.

After this, librarians should work together to assemble the four cornerstones of negotiation: creating a team, identifying goals, setting a time frame, and then holding a meeting before the actual negotiation meeting. In assembling team members, a convener should include a wide variety of skill sets and then practice the roles that each member should play. The goals should be specific, measurable, acceptable, realistic, and time-bound (or SMART); they should also take into account the vendor’s priorities and identify alternatives to the library’s ideal result. Setting a time frame also benefits the negotiation, as it can force a decision upon the parties involved and prevents the process from delving into non-relevant areas. Finally, it is important for the negotiating team to practice with all of these factors in place before the actual meeting.

Well this completes the reports we received from the 2016 Charleston Conference. Again we’d like to send a big thank you to all of the attendees who agreed to write short reports that highlight sessions they attended. Presentation material (PowerPoint slides, handouts) and taped session links from many of the 2016 sessions are available online. Visit the Conference Website at www.charlestonlibraryconference.com. — KS

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**Rumors**

Moving to another shout out! This one is for Lars Meyer who is the Senior Director of Content at Emory’s Robert W. Woodruff Library. Lars will be working with Beth and Leah and the Purdue team on the Conference Proceedings. (and there may be more in the pipeline). Welcome and thanks, Lars!

I understand that the ACI Scholarly Blog Index will cease publication and all subscriptions terminated by June 30th, 2018 and no new subscriptions are being accepted. While the ACI Scholarly Blog Index received many positive reviews and industry awards, there was just not enough interest in subscribing to sustain their publishing efforts. I was very sad to hear this because this was a ground-breaking resource that organized much of the chaos that we see on the web. Larry Schwartz and Pat Sabosik deserve our admiration and thanks!

We have an interview coming soon with Pat Sabosik, the managing editor of the ACI Scholarly Blog Index. I have to tell y’all that Pat is my idol and role model!! I remember when I was on the Choice Editorial Board. Pat was the editor of Choice back then. She has gone on to many other executive positions! And I am sure there are more in the works!

Long time ago, Irv Rockwood, one-time editor of Choice agreed that Choice should have a column about books that libraries needed to keep in their collections and Collecting to the Core was born with the indefatigable columnist Anne Doherty, (this issue, p.45).

Did I remember to tell y’all that John Riley was running for Mayor of Northampton, Mass? Sadly he lost but he plans to run again when there is an opportunity. You go, John! And don’t you love his Wryly Noted, Books About Books! (this issue p.44).

continued on page 68
Clearly, he was taking things personally, and I could see at least part of the reason that things were going awry. He was arguing the issue from his position, not from any of the merits of his case. He had failed to separate the person from the problem. Employing the other three tenants of principled bargaining would have helped him to do so.

**Insist on Using Objective Criteria**

For me, one of the most important phases of the negotiation process is information gathering, and the one that Bob neglected to do. This phase could have provided Bob with objective criteria for making his case that the proposed increase was unacceptable. For example, he could have cited the fact that the library’s budget had been flat for the past three years, thereby significantly reducing the library’s buying power, while the annual increase from the vendor had been 5% each year. In addition, the price for the product in question was based, in part, on the university’s FTE, which had been declining in recent years. The product had also recently lost some content which was important to its user community. Bob could have also gathered some data on the vendor. For example, what was the vendor’s profit margin over the past few years, and how did that contrast with the growth (or lack thereof) of his library’s budget?

Let’s consider how things might have gone differently for Bob if he had started out using objective criteria in his negotiation efforts. After receiving the initial pricing proposal, Bob could have responded with a written counter-proposal that detailed the facts about the decline of the library’s buying power; the decline in FTE enrollment and its implication for the product pricing; and the loss of relevant content from the product itself. His counter-proposal would clearly state what the library felt was a reasonable alternative to the proposed increase based upon the facts. Bob’s document would now serve as something of a neutralizing agent, moving the argument from the personal to an objective list of facts. Bob would now be negotiating his case on the merits.

**Focus on Interests, not Positions**

As noted earlier in this article, conflict is inherent in the relationship between the library and the vendor. But, as Fisher and Ury point out, such conflicts are not between the position of each party, but the interests of those parties. Interests are the motivation behind the positions we take.

A friend of mine — let’s call her Sue — is an Associate Dean at a large research university whose responsibilities include technology and digital services. To manage a piece of their digital services functionality, the library licenses some software from a small company whose owner had developed the application. When it came time to renew the license agreement, however, the software company insisted on a clause that would allow them to pull out of the contract with only 30 days’ notice. Now, this piece of software was critical to overall operations, and losing that tool with such short notice would be disastrous to digital service operations. Yet the company was adamant that the clause be retained, and the staff member negotiating the agreement equally adamant that the clause was unacceptable.

By the time my friend got involved, each side had staked out their position so thoroughly that the situation seemed hopeless. Feelings were high, and the software vendor seemed unwilling to budge. This does not make sense. Sue thought. No library would accept a contract termination clause that would have such dire consequences if enacted. Rather than continue to argue their case, she sat down with the vendor and asked them to explain what concerns led them to insist upon the inclusion of this clause. It turns out that a staff member at the library had made an evaluative comment on the software in question on a public discussion list. Despite it not being ill-intentioned, it had been taken extremely personally by the company’s owner. The vendor had worked closely with library staff throughout the development of the tool, and saw their relationship as a partnership. They had felt blindsided by the public criticism. Quite simply, they were hurt and angry, and adding the termination clause felt like protection against further offence.

Once the interests behind the position of the software company were uncovered, meaningful negotiations quickly proceeded. The staff member explained that he hadn’t meant his comment to be pejorative, but in future would discuss concerns about functionality with the vendor before making public commentary. He also reiterated the importance of the application to their workflow. The vendor was able to see that their best interests were in setting aside the personal to continue what had been a very productive business relationship with the library. The termination clause was removed, and the license signed.

**Create Options for Mutual Gain**

Some years ago, I was working for a state library consortium that provided services to both the public universities and community colleges. I was negotiating an e-journal contract with a major publisher on behalf of the universities. As with any sole source vendor, the library is somewhat at a disadvantage, so I was following the Harvard Negotiation Project’s advice and looking to create options for mutual gain. The organization had a relatively small amount of unexpended e-resource funds which provided an opportunity. If I asked the publisher, we were to use those funds to gain access to the content on behalf of the community colleges? The publisher wasn’t in the community college market at the time, and it would provide them with a laboratory to learn what content might be relevant to that market.

In the end we struck the deal, and the outcome was rewarding to all parties concerned. The colleges got access to current content which had been embargoed in the aggregated article databases they had subscriptions to, and usage statistics showed what subject areas they may need to focus more advanced collection development efforts on. The publisher found the deal opened up a new market, and fairly quickly sold some e-journal packages to institutions in which they hadn’t previously had a sales presence. The data gathered from usage of their journal content also led them to develop new subject-specific collections targeted for the college market.

Finding options for mutual gain is not always easy. But sometimes just posing the question — “How can we find a way to both benefit from the deal?” — leads to thinking outside of the proverbial box. Don’t be afraid to bring a creative spirit to your negotiations.

**Putting it all Together**

The techniques of principled bargaining are rarely used in isolation of one another, but woven together to create an intentional, thoughtful approach to negotiation. Good communication skills are, to some degree, inherent in them, but one needs to be mindful of being able to practice these as well, and I always spend time on both my communication workshops. The importance of active listening can’t be underestimated. And like my friend Sue with the software vendor, it is important to probe for information, especially in cases where something just doesn’t seem right, and it is difficult to understand why someone would be taking a particular position. As part of building their communication skills, negotiators should learn to be comfortable with silences — one of the more challenging things to learn. And it is always a good idea — and quite acceptable — to take a break if tempers get flared.

Finally, the most important thing in becoming a good negotiator is that personal integrity is of the utmost importance. Never lie or promise something you can’t deliver. Almost equally important in developing your negotiation skills is the willingness to evaluate your experiences to understand what worked and what didn’t. I advise people to ask themselves how they felt emotionally as well. If you were angry, why? Were you reverting to positional bargaining? This can be a key learning moment. Remember — no one was born an expert negotiator and you are going to make mistakes along the way. Embrace the mistakes and use them to learn and grow your negotiation skill set.

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**Rumors from page 64**

Speaking of which, from February 9-11 book sellers, and scholars will converge at the 51st California International Antiquarian Book Fair. The Book Fair also celebrates the 200th Anniversary of the publication of Mary Shelley’s *Frankenstein* with a special exhibit spotlighting holdings from the Academy of Motion Picture Arts & Sciences, Occidental College Library’s Ned Guymon Mystery and Detective Fiction Collection, University of California Riverside Library’s Eaton Collection continued on page 70
exploring more about your product, propose a follow-up on-site meeting. Send an email with a proposed agenda with possible dates and times as well and be sure to include who from your company plans to attend.

• Once the proposed agenda is approved by the librarian, and then gather only the relevant information needed for that meeting. If the library contact has specifically said what they want to discuss, don’t introduce other products that will only muddy the waters.

• At the meeting, come prepared with a number of questions to further ascertain if, in fact the proposed product ultimately makes sense for the library to consider purchasing. Take nothing for granted!

• Once those questions and the librarian’s questions are answered, summarize the points and reinforce the fact that there is an agreement on all issues. Jointly decide what the next steps are.

• Follow the guidelines to keep the meeting length to less than 1 hour. Your time and their time are valuable. Extraneous conversations unnecessarily lengthen the meeting.

By both parties understanding and respecting each other’s time, a swift conclusion to the meeting will occur with both sides coming away with what they want followed by a plan to finalize the decision.

“Time Has Come Today” was a hit single by the Chambers Brothers, written by Willie & Joe Chambers. The song was recorded in 1966, released on the album \"The Time Has Come\" in November 1967, and as a single in December 1967. The theme of time management resonates through this song. 

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Mike is currently the Managing Partner of Gruenberg Consulting, LLC, a firm he founded in January 2012 after a successful career as a senior sales executive in the information industry. His firm is devoted to provide clients with sales staff analysis, market research, executive coaching, trade show preparedness, product placement and best practices advice for improving negotiation skills for librarians and salespeople. His book, “Buying and Selling Information: A Guide for Information Professionals and Salespeople to Build Mutual Success” has become the definitive book on negotiation skills and is available on Amazon, Information Today in print and eBook, Amazon Kindle, B&N Nook, Kobo, Apple iBooks, OverDrive, 3M Cloud Library, Gale (GVRL), MyLibrary, ebrary, EBSCO, Blio, and Chegg. www.gruenbergconsulting.com

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Collection Management Matters —
Time is Filled with Swift Transitions

Column Editor: Glenda Alvin (Associate Professor, Assistant Director for Collection Management and Administration, Head, Acquisitions and Serials, Brown-Daniel Library, Tennessee State University, 3500 John A. Merritt Blvd., Nashville, TN 37209; Phone: 615-963-5230; Fax: 615-963-1368) <galvin@tnstate.edu>

This year two of my colleagues that formerly attended the Charleston Conference with me in the Lightsy Center back in the 1990s retired, while three more had retired earlier. Of the group of us that use to sit together and hang out, only Joyce Durant, Dean of the Library at Francis Marion University, and Linda Rousseau, Assistant Director at Charleston Southern, are still unretired. Two librarians at my current institution retired this month as well, with one going home to baby sit her granddaughter and the other moving to Oregon and starting a new life with her son.

When peers retire, you miss having someone to bounce ideas off and compare procedures, strategies or management issues. You also miss having someone who is in your same position around to commiserate with. While they are delving in to their home renovations and traveling, you are in the same grind of managing staff, learning new technologies, going to meetings, etc. You can still keep in touch via email, but you know that you will never run into them at another library conference or cross paths with them in Exhibit Hall at ALA.

When the older librarians leave the scene, new librarians come with different ideas and ways of doing their work. They have to be trained to be library liaisons and how to manage their allocations. If they are not coming from a similar institutions, webinars and other training opportunities need to be provided. This can sometimes be repetitious, because replacements are hired at different intervals during the year. I just picked up Rittenhouse as vendor last year and arranged training for both liaisons. One liaison retired without letting anybody know her intentions until the very end of the school year. After she left, I had to arrange for another training for her replacement. I met with each new library faculty hire one on one to orientate them to their responsibilities. I did two this year and have one coming at the beginning of 2018.

When dealing with new library faculty, its best to show some respect for the experiences that they bring to the job, and show flexibility. They approach their jobs with new perspectives and I think it’s important that they be allowed to try out their ideas and see how they work. Our previous Government Documents Librarian refused to discard anything. When we hired her replacement, her first order of business was to do a massive weeding project — documents left the area in bins. When she asked my opinion, I was fine with whatever she wanted to accomplish. With younger librarians, especially those new to the profession, I try to take on a mentoring role.

Early in my career, I resolved not to be one of those folks who believe in preserving the status quo and keeping things the way they have always been. As I watched older colleagues who refused to adjust to change and always hearken back to the familiar, I decided that when I became senior, I would remain open to new methods and always try to adapt. For the most part, I have kept that promise to myself, although I must confess that I recently told the Library Dean that I did not want to go through another ILS migration. I would rather leave that adventure to my successor!

As I start toward the twilight of my own career in a couple of years, I keep my unknown successor in mind and wonder what kind of legacy will that librarian inherit from me. For one thing, I intend to leave a collection that is weeded and updated, as well as accurately inventoried. For another, I want to clean out my office and not leave a colossal amount of paperwork that needs to be shredded or old manuals that should have been discarded long ago. Another item on my agenda is to leave an updated Procedures Manual with the responsibilities of each staff member. Most of all, I want to leave a legacy that the collection and the library itself is more effective and viable because of my service.
site serves as an excellent starting point for those new to the sport.

http://runnersconnect.net/ — Provides resources for runners of all experience levels. Features blogs and regular podcasts, training plans, free books and courses, also includes tips for nutrition and race day strategy advice. Membership is free, though users must sign up and create a login to access content. Additional content is available via premium paid subscription.

http://www.rrca.org/ — Road Runners Club of America provides networks and valuable resources for runners of all skill levels. Local chapters exist in towns and cities throughout the United States and are an excellent way to meet other Trail, cross-country, and road runners in your local area. Local chapters are also an excellent way to hear about upcoming races and events as well.

Trails and Maps

https://www.nps.gov/index.htm — The National Park Service lists national parks by state providing a link to each park with information about local attractions, hiking, camping, lodging, sightseeing and tourist attractions, as well as maps and directions to national park trails.

http://www.americantrails.org/resources/state_trails/index.html — American Trails provides a searchable database of national recreation, historic, and scenic trails in the U.S. Information is organized by state and, within those results, by trail type.

https://www.trails.com/ — Features searchable maps and routes. Browse-able by activity/ sport and organized by state. Hiking trails are also sorted by user rating, skill level, distance, and whether or not they are animal or child friendly. *Search tip: when browsing by activity, users should search similar activities for additional results. For instance walking, hiking, and trail running are listed under separate categories and occasionally yield different results.

First-Aid

As safety and preparedness are integral components to outdoor sports like hiking and trail running, several of the resources already listed in other sections contain valuable tips and information about first aid and trail safety. The following are two additional first aid supply checklists.

http://www.wta.org/go-outside/basics/like-your-life-depends-on-it-building-your-first-aid-kit — The Washington Trails Association supply checklist is an extensive list of first-aid supplies for extended hikes and excursions.

https://sectionhiker.com/diy-first-aid-kit/ — This “ultralight” checklist takes a minimalist approach to backpacking, including only what the author considers first-aid essentials for a 3-day trip.

Equipment Reviews

http://www.trailspace.com/ — Searchable reviews on hiking, climbing, camping, running, boating, ski gear… etc. Powered by user reviews, anyone can submit a product review along with pics and explanation of their experience and why they would or would not recommend it. Reviews include pricing information and links to multiple vendors known to carry the items.

http://www.outdoorgearlab.com/ — Reviews by professionals of outdoor gear for trails, camping, boating, cycling, and travel. Reviews are compiled in a “Best of…” format (ex. Best Women’s Hiking Boots of 2017). Each review uses an elaborate rating system that also takes into account price vs. perceived value and concludes with a “Buying Advice” section.

http://www.gearinstitute.com/ — In depth and thorough reviews of outdoor sports gear by professionals. Reviews cover most major brands, though searching is not the most intuitive and budget brands are often not reviewed. Nevertheless an excellent source for product reviews by professionals and athletes with experience.

Apps

The following apps are Android and iPhone friendly and generally work with most newer smart phones that have gps capability.

http://www.mapmyhike.com/ and http://www.mapmyrun.com/ — Users can map their route in advance, log food and nutrition, track stats such as pace, distance, calorie burn, elevation gain. Interfaces easily with other health apps such as Apple Health to keep track of steps and other fitness data. Both apps also feature a gear tracker which lets users track hiking boot or shoe mileage.

www.runkeeper.com — Similar to mapmyrun, but designed specifically for running, allows users to map out runs in advance, track fitness progress, and performance statistics.

www.Strava.com — Useful for running, hiking and cycling. Tracks performance by keeping track of each time a similar route is repeated and mapping progress with valuable statistics such as pace, cadence, duration. Has a powerful social networking component which allows users to compare their performance with one another. Also features a gear tracker which alerts the user of when it’s time to replace their shoes.

https://www.alltrails.com/ — Helps users locate trails closest to them, provides driving directions to the trails and community reviews, and allows users to download topographic maps for most trails and backcountry regions.

http://www.sassurvivalguide.com/ — The app is based on the best-selling book S.A.S Survival Guide Handbook by John “Lofty” Wiseman. It includes image galleries of animal tracks, knots, edible, medicinal, and poisonous plants and a survival checklist. It also has the ability to type and convert messages into a Morse code signaling device.

Rumors

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are particularly excited to welcome a group of Japanese dealers, who are exhibiting at our Book Fair for the first time.” This weekend extravaganza of books will also include talks and seminars including a session on the basics of collecting. Two sessions on Saturday will be devoted to Frankenstein. Professor of Communication at Simmons College, and professor of Library and Information Science at Simmons and at the University of Illinois, Sidney Berger will discuss the character in visual culture. Los Angeles Times film critic Kenneth Turan moderates It’s Alive: How Mary Shelley’s Frankenstein Changed the World with panelists Miranda Butler, scholar of 19th Century literature, science, and technology; David J. Skal, historian and writer on horror literature and film and author of The Monster Show: A Cultural History of Horror; and Sarah Karloff, the daughter of film’s most famous portrait of Frankenstein’s monster. Discovery Day on Sunday lets attendees present three items to experts for free examination. Designed with the budding collector in mind, Book Fair Finds is a program in which dealers spotlight items priced at $100 or less. The Book Fair takes place at the Pasadena Convention Center at 300 East Green Street, Pasadena, CA. I am ready to go, are you?

A little bit of trivia, the very first Charles Conference was associated with the College of Charleston’s Special Collections Antiquarian Book Fair!! You read it here!

This is a quirky which Leah just posted on the ATG NewsChannel. How cool! Garbage collectors in Ankara, Turkey browse for books at a library made up entirely of abandoned books. http://www.cnn.com/2018/01/15/europe/garbage-collectors-open-library-with-abandoned-books/index.html

Just off the press via Matthew mail! “Ar- end Kuester will be joining Springer Nature in March and will be working in the Open Research Group with the responsibility for Greater China — based in Shanghai.” Matthew and I think this is fascinating!

The Association of American University Presses (AAUP) is pleased to announce a name change to the Association of University Presses (AAUP) — continued on page 78
Donald T. Hawkins is an information industry freelance writer based in Pennsylvania. In addition to blogging and writing about conferences for Against the Grain, he blogs the **Computers in Libraries** and **Internet Librarian** conferences for Information Today, Inc. (ITI) and maintains the Conference Calendar on the ITI Website (http://www.infotoday.com/calendar.asp). He is the Editor of Personal Archiving: Preserving Our Digital Heritage, (Information Today, 2013) and Co-Editor of Public Knowledge: Access and Benefits (Information Today, 2016). He holds a Ph.D. degree from the University of California, Berkeley and has worked in the online information industry for over 45 years.

**Endnotes**

1. [http://www.nasig.org/site_page.cfm?pk_association_webpage_menu=310&amp;pk_association_webpage=7802](http://www.nasig.org/site_page.cfm?pk_association_webpage_menu=310&amp;pk_association_webpage=7802)

2. NASIG has always made a point of supporting and encouraging students into the library profession, awarding several student grants and scholarships each year. Full disclosure: I was a recipient of a NASIG student grant back in 1991 and it was my entrée into the profession. My experience back then had such a strong impact on me that NASIG has been my professional home ever since. More recently, the NASIG Executive Board voted to provide free membership to all currently enrolled LIS students, and as a result, we have welcomed many new members into the work of NASIG, including opportunities to serve on committees, which gives students relevant experience that helps their résumés stand out when they are searching for their first professional jobs.


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**Steve Oberg** is Assistant Professor of Library Science and Group Leader for Resource Description and Digital Initiatives at Wheaton College, Wheaton, IL and current President of NASIG.

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**Let’s Get Technical**

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have access to a copy of it and did not seek out its purchase because our project was short-term.) With Word being installed on most workstations in the library, the team decided to use the application and flesh out each of our six categories of the decision tree (purpose, genre/content, medium & format options, licensing terms, delivery mode & options, and costs & funding) within a single page. The main drawback to using Word was that manual copying/pasting of shapes and arrows was required. However, the Word files were easy to share and edit among team members, each of us were already very familiar with using the application, and it was easy to print and share the workflow with stakeholders.

**Deadlines & Test Runs**

Having a firm deadline to produce a draft decision tree by December 2014 to library executive management was the primary driving force behind completing the workflow in a timely manner, and the committee used this as motivation for keeping strong momentum. With this deadline in mind, as well as the interest and support of many staff and library units, the committee delivered a multi-page decision tree workflow to executive management before the 2014 holiday break.

Of course, being on an academic campus meant that a change such as implementing a new workflow would be best to take place in between semesters. With small adjustments, the committee’s work was approved by library administration January 2015, which left just enough time for a few test runs before the spring semester began. During one of our last committee meetings, the team took several test scenarios and walked through the workflow together, step-by-step. Satisfied with the outcomes, our team implemented the workflow in full earnest in February 2015.

**Conclusion**

Two years later, the work completed by the Streaming Video Decision Tree Committee still has a meaningful impact on our library. For instance, the workflow we designed remains in place with occasional adjustments. Additionally, whenever a more challenging video request comes in that doesn’t fit squarely into our decision tree steps, the team is able to reconvene and determine an approach in the same collaborative manner as when we first began meeting. In this way, the committee is pleased with its continuing efforts in teamwork.

**Endnotes**


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**Rumors**

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Presses (AUPresses), effective immediately. AUPresses is an organization of 143 international nonprofit scholarly publishers. Since 1937, the Association of University Presses advances the essential role of a global community of publishers whose mission is to ensure academic excellence and cultivate knowledge. The membership of the Association voted in June to undertake this name change, as part of a strategic assessment of the organization’s identity, mission, and goals. The new logo and visual identity that are revealed today are vibrant expressions of the Association. The original 1921 proposal to establish the organization suggested the name “Association of University Presses” although it was eventually founded as the Association of American University Presses in 1937. “What was once considered the ‘American university press’ model of editorial independence and rigor is a type of publishing that
Association of Southeastern Research Libraries (ASERL)

John Tagler
AUPresses Executive Director

Cheryle Cole-Bennett, ASERL Executive Director. Cheryle Cole-Bennett, Program Coordinator.

OFFICERS: See officers listing at http://www.aserl.org/about/contact/.

STAFF: John Burger, ASERL Executive Director. Cheryle Cole-Bennett, Program Coordinator.

MISSION: By sharing information and technology resources, expertise, and innovation, the Association of Southeastern Research Libraries advances the educational and research success of students and faculty at member institutions. ASERL members believe that our libraries and institutions are better able to fulfill our individual missions through collaborative programs, and that the benefits of collaborative action can be greater than those provided by the same institutions acting independently. We believe that there is strength in unity and that unity can accommodate institutional characteristics. We understand our goals can only be achieved through our contributions to ASERL’s initiatives, momentum, and spirit.

MEMBERS: The Association of Southeastern Research Libraries is organized exclusively for educational purposes. Membership in ASERL is limited to libraries of educational institutions with doctoral degree programs or of governmental agencies in the southeastern region of the United States of America (i.e., Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia).

NUMBER OF EMPLOYEES: 2

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The Association of Southeastern Research Libraries is organized exclusively for educational purposes. Membership in ASERL is limited to libraries of educational institutions with doctoral degree programs or of governmental agencies in the southeastern region of the United States of America (i.e., Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia).

NUMBER OF EMPLOYEES: 2

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Rumors

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flourishes internationally,” said AUPresses Executive Director Peter Berkery. “Updating our name is simultaneously a return to roots and a flowering outwards, embracing what makes our members so essential to scholarly, civic, and cultural life.” A Brand Working Group, including Association staff, officers, and members, provided guidance

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What technologies does your library use to serve print books for our Course Reserves service. The discipline we will purchase material in tangible format, most notably allows for both greater access and assessment. However, depending on make every attempt to acquire content in digital format. In most cases this does not mean we focus on electronic purchase in electronic format whenever possible, we purchase print when print is deemed appropriate but we focus our purchasing on electronic format.

WHAT TECHNOLOGIES DOES YOUR LIBRARY USE TO SERVE MOBILE USERS? Our websites and discovery layers utilize responsive design, meaning our website shrinks or expands to adapt to any screen size; mobile, tablet, or otherwise.

DOES YOUR LIBRARY HAVE AN ILS OR ARE YOU PART OF A COLLABORATIVE ILS? As of December 12th, we will be using III’s Sierra ILS and we host this as an individual library system.

DO YOU HAVE A DISCOVERY SYSTEM? We have developed a system we call QuickSearch, a tool that organizes search results into easily navigable categories so users can easily find what they need. QuickSearch combines the search power of Summon, the library catalog, research guides, DigitalCommons@WayneState, digital collections and the Wayne State University website into a single search interface.

DOES YOUR LIBRARY HAVE A COLLECTION DEVELOPMENT OR SIMILAR DEPARTMENT? Our library system has four primary units with individual foci of General Education, Labor History, Law, and Health Sciences; each unit has a dedicated collection development librarian.

IF SO, WHAT IS YOUR BUDGET AND WHAT TYPES OF MATERIALS ARE YOU PURCHASING? PRINT OR ELECTRONIC OR BOTH? Our overall annual acquisitions budget is ~$10 million. Although we aim to purchase in electronic format whenever possible, we purchase print when print is deemed appropriate but we focus our purchasing on electronic format.

WHAT DO YOU THINK YOUR LIBRARY WILL BE LIKE IN FIVE YEARS? I’m imagining that – right now – the Wayne State University Library System is five years into our transformation. Our Library is a model for a 21st Century Library and leads library education. Our Library has a distinguished track record of achievements in student success and retention, digital publishing, community engagement, and – most important – is powered by a commitment to organizational development. Our library is an exciting, fun place to work and the exceptional work of our people attracts worldwide attention and recognition.

WHAT EXCITES OR FRIGHTENS YOU ABOUT THE NEXT FIVE YEARS? I’m excited about the unlimited potential of research libraries working together. I’m frightened by what will come if research libraries continue working in silos. Higher education is at a strategic inflection point; it is essential that library leaders become more creative, entrepreneurial, and strategic. Over the next five years, leaders of the best research libraries will step forward and work together to boldly lead our respective institutions, higher education, and the evolving information industry.

IS THERE ANYTHING ELSE YOU THINK OUR READERS SHOULD KNOW? If you’re looking for a great place to work – and thrive – within our industry, please consider the Wayne State University Library System!

I’d love to begin a dialog with Against The Grain readers about everything we’re doing here in Detroit!