Interview — Pat Sabosik
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Libraries find themselves at the end of the cycle of scholarly publishing — archiving the research that scholars publish, so that’s a hard spot to be in. Two obvious areas are working with Institutional Repositories and the Office of Research. Libraries have experience in search and working with these two groups to help design either search tools or personal search robots to aid researchers in the discovery process would be a valuable collaborative effort.

Aligning with the Office of Research to help negotiate licenses and access terms for scholar’s content pre- or post-publication would fit in a library’s brief.

I can see libraries having a role in building institutional repositories for their faculty but I think a good approach is to provide an index of their faculty’s work and then link to as much as they can. In a “linked” society, that may be an acceptable approach.

The functions of archiving, access, and discovery are still fundamental to an academic library’s mission and these functions will continue in various forms as Open Access and new content and data formats emerge. And, libraries need to be more flexible addressing the perishable nature of social media.

**ATG:** Are there any recent innovations in the library world that encourage you to think that libraries will make this contribution successfully?

**PS:** Knowledge graphs and linked data are not new but new applications are transforming search and discovery through visualization and that’s exciting.

**ATG:** You also mention libraries having a role in building institutional repositories. What would you say to those who doubt that most academic libraries have the infrastructure, staff, and expertise to play a meaningful role?

**PS:** A bit of irony isn’t it. Academic librarians wanted direct access to all of their institutional scholars’ work but now report that it’s hard and they don’t have the infrastructure. IRs are a long-term investment that I believe have value and help support an institution’s brand as well as archive scholars’ research. If the library is not the place to manage this, then perhaps the Office of Research is a prospective home. Along these lines, the definition of a successful IR and what might be included may need to be narrowed, or redefined.

**ATG:** If you were to look in your crystal ball what kind of future do you see for scholarly communications? What key challenges will we face? And how should we meet them?

**PS:** The Open Access to published scholarly research, the Open Science Framework, and Open AI will present opportunities as well as challenges to policy, operations, and funding that will shape the next generation of scholarly publishing. These trends are starting in the Sciences and I expect the “open” model will spread to the Social Sciences and Humanities.

From a graduate perspective, more post-doctoral students are going into industry than staying in the academy and this will have implications for institutions, funders, and libraries. Dr. Paula Stephan, Andrew Young School of Policy Studies, Georgia State University addressed this topic in a keynote at the 2017 Society for Scholarly Publishing meeting.

**ATG:** Recently, you attended the Charleston Conference first annual Future Lab. What were your key takeaways?

**PS:** Librarians and many publishers are still focusing on the tactics of publishing and collection instead of the trends that are shaping information strategy. Institutional change will be driven by (1) demographic shifts such as life-long learning programs and older learners; (2) operational or structural shifts like operating with reduced state and federal funding and reduced foreign student enrollment; or (3) policy-driven shifts such as open research, funding initiatives, curriculum changes, hiring practices, and the use of personal robots for discovery and research.

Technology will be an underpinning as the next generation of students who now enter college. But the strategy of how the technology is deployed at both the institution and by the student is where the future lies. An example I gave at Future Lab is why do we still have segmented databases? Let’s think of Google (where students go as a starting point for discovery) as a large data lake of content and let students or researchers refine their personal robots to find content. They control their destiny not hampered by institutional policies and restrictive access. That’s very old-school thinking.

**ATG:** Pat, we know that you are an avid hiker who has tackled demanding mountain trails worldwide. What was your most memorable conquest? Are there other activities that help you recharge and get energized for the next challenge?

**PS:** I love talking about hiking! One of the best was a five-day hike on the Inca Trail to Machu Picchu. The highest peak we climbed was over 14,000 feet high and it literally took your breath away. A trip up the Annapurna Sanctuary Trail in Nepal was another highlight. Backpacking in New Hampshire’s White Mountains is a great way to unwind.

In 2017 I became a Connecticut Master Gardener! Hiking and digging in the dirt keeps me grounded. Pun intended.

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**Book Reviews — Monographic Musings**

**Column Editor:** Regina Gong (Open Educational Resources (OER) Project Manager/Head of Technical Services and Systems, Lansing Community College Library) <gongrl@lcc.edu>

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**Column Editor’s Note:** For this issue, we are focusing on two titles: one is on strategies in managing libraries and another on renewing yourself written by our regular book reviewers Corey Seeman and Ashley Bailey. The book Inherent Strategies in Library Management, is another excellent addition to the literature of library management. It provides readers with a great overview of library management thinking and places it in the context of business management literature. It is interesting how most books on library management always emphasize the need for libraries to be agile, innovative, and embrace change. Libraries of all types and sizes do that every day even with little or sometimes no funding support so to me this is new. How else are libraries still here despite grim predictions of our demise? Meanwhile, in Renew Yourself: A Six-Step Plan for More Meaningful Work, we see somewhat of a self-help type book that gives us practical advice and insights into how to be happier and more fulfilled in one’s work. I find this book interesting because it allows us to be more introspective and examine ways in which we are fulfilling our purpose and goals in our work to make it more meaningful.

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I hope you enjoy reading the reviews in this issue. As always, please let me know if you want to be a book reviewer. Just send me an email at <gongrl@lcc.edu>. I always have a free book waiting for you. Happy reading! — **RG**

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Reviewed by Corey Seeman (Director, Kresge Library Services, Ross School of Business, University of Michigan, Ann Arbor) <cseeman@umich.edu>

Reading this book transported me back to library school. One class in particular came to mind while reviewing this book — the one on

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<http://www.against-the-grain.com>
library management. Even though I do not remember much about the class in the 25+ years since I took it, I remember the books we read. The primary text was Robert D. Stueart and John T. Eastlick’s *Library Management*, a book read by many library school students. The other book was David Halberstam’s *The Reckoning*, a book that brilliantly tells the parallel histories of two giants in the automotive world, Ford and Nissan. The reason why we were reading the textbook was fairly self-evident. But why were we reading *The Reckoning*? Well, we never really found out as our faculty member changed early in the class and the replacement did not like the book. While we did not incorporate it as much as I would have liked, I enjoyed it so much — far more than anything else I read in library school. I believe the intention was to show how organizations operate during change. Additionally, it might have been to show how being a leading company does not mean you can ignore competitors, even if their market entry is not close to where you were operating. The question might be this — if we are exploring how to effectively look at library management, should we explore libraries, or also explore businesses and other organizations? This is one of the central questions of Masanori Koizumi’s excellent new work, *Inherent Strategies in Library Management*.

An assistant professor in the Faculty of Library, Information and Media Science at the University of Tsukuba in Japan, Masanori Koizumi approaches this well researched work like a true academic. He poses the question of whether library management should be something studied in the context of business management, or does it require its own set of literature? To do this, Koizumi does a great deal of research on both library management literature and business management literature. In thinking about last year’s Charleston Conference theme (What’s in the Past is Prologue), this work fits perfectly as he explores library culture, values and history as it relates to management. This includes some of the early works in the field that might have been written from a gender bias and assumed that libraries do not need to be managed like other organizations or businesses.

Many aspects of this work are very useful for library managers across the board. This is because a number of library managers moved into these roles from the ranks and do not have a great deal of management training to fall back on. Koizumi provides an excellent overview of some of the prominent thought leaders in the management space, which provides the reader with a list of promising works to learn more about running organizations and what are the prevailing thoughts. He also provides an excellent examination of citations from library management texts to see if the cited works are coming from library literature or standard business management works.

Another relevant section in the book is his exploration of transitions at some very large libraries from the 1960s to the present. These libraries include Harvard University, Columbia University, National Diet Library (Japan’s national library), and others. While the chart showing changing functions and departments over the years was very interesting, it may not be as applicable to smaller or mid-sized libraries that simply do not work at the levels of these huge libraries.

With the changes that are going on across our profession, understanding the best way to manage our resources, our people and our services is critical for not only our success, but also our survival. It is not sufficient for us to merely do as Admiral Farragut reportedly said at the Battle of Mobile Bay in 1864 when he was quoted as saying “Damn the torpedoes, full speed ahead!” The future of the library is not chiseled in stone, and library managers and administrators need to seek out paths forward that might come from both libraries and the other before us and other organizations. The need for change and for innovation is great for libraries. We need to be bold in undertaking these challenges. Masanori Koizumi provides readers with a great overview of library management thinking and places it in the context of business management scholarship. We end up with a great work that gives us tools to handle many of the challenges that are waiting for libraries over the next five years. To that end, this would be a good book to have on your bookshelf...while you still have them!

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Reviewed by Ashley Fast Bailey (Director, Collection Development and Workflow Solutions, Midwestern and Southeastern U.S., GOBI Library Solutions) <abaley@ybp.com>

Catherine Hakala-Ausperk, an active library planner, speaker, consultant, and trainer, along with being an adjunct faculty member at Kent State University’s School of Library and Information Science, provides practical questions, activities, and insights into how to be happier and more fulfilled in one’s work. *Renew Yourself: A Six-Step Plan for More Meaningful Work* provides a six-step process to work through and answer the question of “what’s next?” Whether the question is being asked about a current job, or a job change is imminent, this book can help with the success of either path. Taking the journey using the 5WH questions: who, what, when, where, why, and how, Hakala-Ausperk helps one take steps to build to the bigger picture.

Who? The first question the reader is asked to contemplate and answer is who are you? By defining one’s values and goals, it can help bring clarity to the renewal process. Hakala-Ausperk uses exercises and questions to distill down personal values, fundamental values, and goals to help provide a trajectory for the remaining 5WH questions. By matching these goals and values with one’s work fulfillment and job satisfaction, this can be accomplished. Defining these and providing clarity to the question of who are you will allow oneself to reexamine their current position and consider the contribution they want to make to their current role, or even a new venture.

The second and third sections of this book go into the What and When W’s. What do you want to do? Hakala-Ausperk’s writes about defining one’s mission and working to discover where passion and values intersect. With more exercises, this section walks through finding purpose in one’s work. The third question is when is the right time? This is a question everyone has asked themselves at one point or another in their career — when is the right time to do something new, make a position change within the organization, or leave for another role altogether. By providing examples of when people made life changing or career changing choices, Hakala-Ausperk provides valuable and insightful illustrations for this question. In addition, she outlines the life cycle of purpose and what that can look like and use it to help move forward in whatever point one is currently at.

Where should you be is the next question. Where should your renewal take you? Hakala-Ausperk examines the most common reasons that people stay or go in their current position. From work culture to talents to passion, she covers eleven reasons that people stay in one’s work. The third question is when is the right time? This is a question everyone has asked themselves at one point or another in their career — when is the right time to do something new, make a position change within the organization, or leave for another role altogether. By providing examples of when people made life changing or career changing choices, Hakala-Ausperk provides valuable and insightful illustrations for this question. In addition, she outlines the life cycle of purpose and what that can look like and use it to help move forward in whatever point one is currently at.

Steps five and six are the Why and How. Why would you move forward, and what would or could that look? By giving voice to many of the uncertainties and questions that come into one’s mind when they decide to make a move forward, it allows the reader to think through some reasons relating to making a major change. How addresses the question of “How do you do it?” Hakala-Ausperk reminds us that these major changes should be well thought out; they take time, patience, and preparation. Outlining ways to prepare for a major shift, she breaks down what can be a daunting decision into small bits and help give a map to the process. *Renewing Yourself* contains a renewal plan template and notes referencing many great works dealing with this topic.

*Renew Yourself: a six-step plan for more meaningful work* is a workbook-style book that provides a program for defining one’s mission and purpose, answering questions to help one see if there are things in their current job to bring more satisfaction and fulfillment, or if a shift is needed, and allows one to create a plan for growth.