Book Reviews

The ABCs of Collaborative Change: The Manager's Guide to Library Renewal, by Kerry David Carson, Paula Phillips Carson, and Joyce Schouest Phillips. Chicago: American Library Association, 1997. 274p. $35.00 (ALA members $31.50). ISBN 0-8389-0699-0.

Bypassing the overworn buzzwords of "reengineering," "learning organizations," the "quality movement," and "service excellence," the authors present an invigorating process and framework for library "renewal." They advocate fundamental, even radical, change in library organizations, yet their process of renewal builds and energizes from a platform of essential library values and democratic service imperatives. The renewed library is ever-evolving to satisfy fully the needs of its customers in an environment of constantly emerging technologies. It requires a flexible structure to facilitate adaptation, yet its directions are clear to staff and patrons. Its policies and procedures work for the organization. Through training, innovation, and risk taking, the library can be revitalized and repositioned to meet the information needs of today and tomorrow. Sounds like a dreamscape, yet these authors, two management professors and a library administrator, present an effective, practical guide to achieving library renewal.

The stages of this process are mirrored in the three parts of the book: achieving the renewal, building the foundations for renewal, and cementing the renewal. Part I describes the process and outcomes of high-performing libraries: effective teams, transformational leaders, empowered staff, a culture of learning, and conflict mediation. Part II delineates the building blocks for the renewal process: strategic planning, understanding the internal and external environments, reduction of hierarchical structures, development of mission, managing "defective personalities," influence through "pulling" rather than "pushing," and the quantifying of quality improvements. Part III focuses on actions that make a transformational framework permanent: redeployment of staff, shaping a culture, dealing with stress and resistance to change, conflict negotiation, techniques to improve decision making, and recovery from service breakdowns.

The authors' thorough knowledge of management techniques and processes is evident in their judicious inclusion of effective studies, procedures, and forms. However, this text is decidedly not theoretical; it provides guidance for actual practice and implementation. Especially useful are worksheets developed by the authors: the team action plan review, leader's self-assessment matrix, emotional intelligence exercise, and the postchange evaluation questionnaire. Some of the advice seems initially surprising to baby boomers, such as the finding that most staff prefer leaders with high "emotional intelligence" rather than traditional IQ. It is the emotional intelligence which fosters good judgment, realistic analysis, creativity, and interpersonal skills. Also, working long and hard on a specific project is no longer viewed as a favorable trait. Staff are valued

for the ability to work on several things at once, to divide their attention, and to produce effective results fast.

This guide to managing change is equally applicable in public, academic, and special libraries. This is one of its major strengths. It presents a rather utopian vision for libraries, but the path it presents is straightforward, honest, remarkably devoid of buzzwords and trends, exceptionally applicable, and it creates enthusiasm for the renewal process. Highly recommended for all library leaders and developing leaders. Working desk copies should be acquired as well as a collection copy.—**Judith Adams-Volpe, Director, Lockwood Library, University of Buffalo, State University of New York, Buffalo, NY 14260 <adamsj@acsu.buffalo.edu>.**

Advances in Serials Management, edited by Cindy Hepfer, Teresa Malinowski, and Julia Gammon. Greenwich, CT: JAI Press, Vol. 6, 1997. 236 p. $73.25. ISBN 0-7623-0101-5.

Volume 6 of *Advances in Serials Management* follows the tradition of the five preceding volumes in that it contains a collection of well-researched, well-written papers about a wide-variety of serials management issues. The articles in this volume are in-depth discussions of how librarians and other personnel in the serials chain have made informed decisions on serials management issues in the increasingly complex serials information environment. The papers detail planning, implementation, and training processes from both the macro-view of organizational factors and the micro hands-on view. The articles cover the entire range of the serials chain—from publication and distribution to selection, technical processing, and patron use.

Two of the eight papers in this volume focus specifically on electronic resources. In the introductory paper, "CD-ROMs, Surveys, and Sales: The OSA Experience," Frank E. Harris and Alan Tourtlotte discuss the decision-making processes that were behind the Optical Society of America's (OSA) first CD-ROM, Optics Index 1917–1994/Optics Letters Vol. 19, 1994. The description of the complex economics of producing the CD-ROM, coupled with OSA's efforts to assess the information needs of the membership, and the efforts to design a search engine to meet the demands of the potential users of the product provide new insight into professional society publication processes.

"Management and Integration of Electronic Journals into the Serials Department" is the other paper in the collection that focuses specifically on electronic resources. Barbara Hall lays out a detailed map of issues that need to be discussed and resolved as libraries add electronic journals to their collections. She then discusses the University of Southern California experience with electronic journals. This is one of the more comprehensive and practical articles that I have read on this subject.

The processes to automate over 50,000 manual serials control records at the University of Washington are described in "A Collaborative Approach to Conversion: The University of Washington Serials Control Project," by Diane Grove and James Stickman. The manual serials check-in processes at the University of Washington were handled by a combination of public and technical services personnel across a range of library buildings; automating these processes involved a collaborative effort between personnel in both service areas. Any library facing the planning and implementation of a large complex project will find this article to be useful.

"The Integration of Science Serials Collections into a Consolidated Science Library," by Kathryn Kjaer, Sally C. Tseng,

and Barbara Lucas, is similar to the Grover and Stickman article in that it provides a detailed description of a large-scale library project. The project described in this study involved merging the serial collections of four libraries into a single, inter-shelved collection in a new library building.

"Bibliometric Tools for Serials Collection Management in Academic Libraries" is a comprehensive review of the strengths and limitations of using bibliometric data sources, either as a sole evaluation tool for serials collections or in conjunction with other measures. The author discusses a variety of data sources that can be used to analyze the serial collection; the use of Journal Citation Reports is discussed at length.

Two papers in the collection address issues related to serials vendors. In "Serials Vendor Service Quality Evaluation: An Ongoing Performance Review Process," Ruth H. Hakinen and James L. Smith provide a structure for evaluating the performance of serials vendors. With the exception of the financial side of vendor services, the authors argue that it is the qualitative aspects of services that are of major importance. They suggest that a comprehensive evaluation of a vendor should rate each service area on accuracy, timeliness, and effectiveness. The authors identify the components of each service area and offer forms that can be used in evaluation projects.

The second paper in this collection to address vendor issues is "The Impact of the Faxon Company on the Serials Community, 1881–1996," by Constance L. Foster. This is a detailed, well-written, and well-documented history of the Faxon Company. It is fascinating reading for anyone interested in library history or for anyone who wants to understand more about the dynamics that shape this component of the serials chain.

In "Compact Storage—A Party of the OhioLink Strategy and a Solution to Shelving Needs for Journal Collections," Pat Salomon and Barbara Shaffer discuss the state-wide Ohio initiative to provide centralized off-site storage for little-used back-runs of serials for state-funded college and university libraries.

My only reservation in recommending this book relates to the price: $73.25 may be high for some libraries. Yet, I am unaware of a true competitor that can be purchased for less. The annual conference proceedings of the North American Serials Interest Group (NASIG), published by the Haworth Press, provide an overview of state-of-the-art serials topics. The NASIG proceedings contain a large number of papers that cover a very broad spectrum of the serials chain, but they are based on workshops and conference presentations and lack the in-depth discussions that are presented in *Advances in Serials Management*. This new volume of *Advances in Serials Management* is an important collection of papers that I would highly recommend for all academic libraries.—**Mary Ann Sheble, Associate Dean for Technical Services and Systems, University of Detroit Mercy Libraries, 4001 W. McNichols Road, PO 19900, Detroit, MI 48219-0900 <sheblema@udmercy.edu>.**

Cataloging and Classification: Trends, Transformations, Teaching, and Training, edited by James R. Shearer and Alan R. Thomas. New York: Haworth, 1997. 210p. $19.95. ISBN 0-7890-0340-6.

As the subtitle indicates, a wide range of topics is covered in this book. Editors Shearer and Thomas have divided the volume into three broad categories: "the Cataloger," "the Future of Classification Systems," and "New Technology and Its Implications." "The Cataloger" focuses on the changes that have taken place in the field of cataloging and analyzes library school cur-