

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

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

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

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

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

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

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

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

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

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

## From the Reference Desk

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

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

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

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

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

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

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