

directions. They have moved away from the notion of a book that fixes the state of the art to one that gathers diverse perspectives concerning what is to be done.

It should, therefore, come as no great surprise that both the topics and the authors represented in the *New Treatise* bear but slight resemblance to those of the original *Treatise*. Only a handful of individual articles in the *New Treatise* cover the same ground as counterparts in the earlier compilation, and only one author, Paul Mosher, contributed essays to both projects. Citation studies claimed nearly 20 percent (and three articles) of the first *Treatise*, only to disappear from the table of contents of the *New Treatise*. The treatment of specific kinds of collections, types of resources, and modes of selection activity points to the transformation from functional, at times pedagogical, concerns to broader issues in *New Treatise*. In the earlier compilation, the editors adopted a straightforward separation of articles concerned with format from those dealing with process. Those articles in the *New Treatise* that deal with areas of collection development practice covered in the 1980 compilation now are scattered among rubrics such as "The Information Universe," "Selection," and "Types of Libraries." The boundaries dividing these categories are not clearly demarcated.

This *New Treatise*, then, is less a summing up of the theory and practice of collection management than a presentation of viewpoints and stratagems. It offers, in the words of its editors, a "kaleidoscope of perspectives" on collection management. Indeed, according to Osburn and Atkinson, "the authors were asked to be as creative as possible because it is clear that only bold new ideas can be the catalyst required by librarianship to seize control of its destiny in the current environment." The ambition of the editors, in fact, is to explore the various intellectual and practical realignments that hold promise for guiding collection management through troubling times and tempting opportunities.

So much for the target. The aim of the contributing authors is often, but not al-

ways, true. A potential problem with the editors' sweeping agenda is the multiplicity of viewpoints, readerships, and vocabularies that it implies. A real danger is incoherence of the parts, and the editors have not skirted it entirely. The reader who proceeds through these two volumes in the order imposed by the topical rubrics should be prepared for a bumpy ride. In part, this is because, as one would expect, some essays are not as interesting as others. Unfortunately, most of the bland or puffy contributions (and it must be said here that these are in the distinct minority) either lead off sections or stand out by taking on broad topics. However, the most daunting obstacle to an integration of the contributions in the reader's mind becomes apparent only as one proceeds through this compilation: for whom, ultimately, is it written? The authors are on several wavelengths with respect to this issue. Some appear to be writing for library administrators; others summarize their experience as bibliographers, curators, and managers for colleagues operating at similar levels of selection practice (these are generally the most consistently informative contributions in the collection); and a third group (the smallest of the three) operates in the rarefied air of theory rather than practice.

In brief, the *New Treatise* offers the advantages and shortcomings of a diversified portfolio. One expects, and indeed finds, a few losing ventures in the mix. Nonetheless, this package of articles can offer something for most stakeholders in library collection development and management. In the end, a modest profit is virtually guaranteed.—Henry Lowood, *Stanford University, Stanford, California*.

Steele, Victoria, and Stephen D. Elder.
Becoming a Fundraiser: The Principles and Practice of Library Development.
Chicago: ALA, 1992. 139p. \$22 (ISBN 0-8389-0589-7).

"In the coming decades fundraising will literally make the difference, for many libraries, between mediocrity and excellence," Susan Nutter predicts in her preface to this volume.

Few of us engaged in the business of fundraising for libraries would argue with this assertion. Although development professionals organize and facilitate the process of fundraising, Victoria Steele and Stephen D. Elder emphasize the need for library directors to lead the fundraising effort if it is to succeed. Few are fully prepared for the role. Directors bring varying degrees of aptitude, skill, and motivation to the job, coupled with a heavy dose of anxiety.

The library director astute enough to read this book will find that this slim volume contains everything you ever wanted to know about fundraising but never bothered (or were afraid) to ask. In ten well-crafted chapters, the authors present the hows and whys (and why nots) of fundraising. Their lively, engaging style relies on metaphors rather than jargon, and it steers clear of the usual nuts-and-bolts approach to the subject. The honesty and candor with which the authors scrutinize the practices of fundraising are refreshing. They convincingly dispel the fears of fundraising and even challenge some of the accepted practices, while offering a new and much needed prescription for library fundraising in the 1990s and beyond.

As part of the strategic planning for fundraising, the book urges library directors toward self-analysis. In the first chapter, the authors, relying on the Myers-Briggs personality test, recommend a "personal feasibility study" to determine a director's suitability for fundraising. The director's fundraising style and the relationship between the development officer and the director are critical components in this study. The authors liken the relationship of a director and his or her development officer to that of a mountain climber and a Sherpa guide. Using the classic American metaphor of the movies, they compare the library director to a star and the development officer to the director. Each has a clearly defined role to play in the fundraising scenario. Effective fundraising depends on strong, supportive relationships founded on mutual trust and respect. The authors discuss the team relationship within the library as well as the building

of strong relationships between the library and its donors.

One of the sacred cows of fundraising is the case statement, an expensive, glossy publication that states the fundraising goals and priorities of the library and is generally considered indispensable in a capital campaign. The authors challenge the value of and necessity for the case statement, a brochure that is more image than substance. They recommend as more visionary and practical a strategic plan that outlines how the fundraising goals will be reached. The strategic plan forces a library to prioritize the types of potential donors and to determine where the greatest effort will be spent. Steele and Elder argue for concentrating time and resources on previous donors and individuals with ties to the library rather than on foundations, corporations, and government entities. They note that grants from foundations and corporations nearly always depend on a library's having contacts and advocates from within. Their bull's-eye graphic depicting the donor-prospect target is a very useful tool for gauging the success of a strategy.

Other areas in which this book offers valuable insights are planned giving, library image, special events and Friends groups. The approach to planned giving is sensitive and sensible, a truly rare combination in fundraising literature. On the often neglected subject of library image, the authors include an image self-test. Take it if you dare.

Special events and Friends groups are matters with which fundraisers are advised to "proceed with caution." Special events must be planned and purposefully targeted with the cost/benefits ratio carefully weighed. Friends groups are another matter entirely. The Friends is a time-honored library tradition that needs rethinking and refocusing.

Becoming a Fundraiser offers library directors valuable insights not found anywhere else. Although it specifically addresses library fundraising, any leader of an organization engaged in fundraising could benefit from its rethinking of accepted principles and practices in the pro-

fession. This book belongs in the offices of library directors, development professionals, deans and academic administrators, as well as on the shelves of academic and public libraries throughout the country. Many knowledgeable books have been written on fundraising, but Steele and Elder's is by far the most intelligent.—Charlene K. Clark, Texas A&M University, College Station, Texas.

The Collection Building Reader. Ed. by Betty-Carol Sellen and Arthur Curley. New York: Neal-Schuman, 1992. 249p. \$45 (ISBN 1-55570-092-6). LC 91-48221.

This collection reprints thirty-three articles from the journal *Collection Building*, founded in 1978 and still published by Neal-Schuman. The articles are grouped into four sections: Management Issues, Selection/Deselection, Evaluation, and Resource Sharing. The preface, which indicates there are only three sections, appears to have been written before the fourth, final section was added.

Most of the major issues in collection development are covered in this anthology. There are articles on collection policies, organization and staffing, selection and deselection, collection evaluation, preservation, and resource sharing. The preface notes, however, that since "this is a retrospective reader there is little here on the effects of technology upon the contents of a library." Nevertheless, this omission lessens the value of the book. The impact of technology upon collection development is simply too profound to ignore.

There is a heavy emphasis on the academic library, although the editor correctly notes that this is a reflection of publishing activity rather than editorial bias. Of the thirty-three articles only one concerns school libraries, six focus on public libraries, and the remainder are on academic libraries.

Why republish articles that have already appeared in print? The preface states, "*The Collection Building Reader* brings together some of the most useful and informative articles published in the journal—in a practical one-volume resource for librarians." Why should a li-

brary pay \$45 for a paperbound collection of reprinted articles? There are several possibilities: the library never acquired the material when first published, the importance of the material justifies having a second copy, or the collection assembles material from several disciplines in a new way that helps define an emerging, interdisciplinary field.

In this case, neither the first nor third reason will apply in many libraries. *Collection Building* is a major, commercially published journal in collection development and is widely available. This is clearly not a collection in an emerging field. The decision then rests on the importance of the articles themselves. Are these articles important enough in the field to justify this republication?

Too many either restate what has been said better elsewhere or simply report on local projects that were undoubtedly significant to the participants but do not add anything new to the literature. A few are based on major research projects. These include Judith Serebnick's "An Analysis of the Relationship between Book Reviews and the Inclusion of Potentially Controversial Books in Public Libraries," Mary Sellen's survey, "Book Selection in the College Library: The Faculty Perspective," Judith Feller's "Assessing 'Readiness for Resource Sharing' in an Academic Library," and Bonita Bryant's "Collection Development Policies in Medium-Sized Academic Libraries," which is a detailed survey of collection development policy writing. Other articles are useful reviews of the literature, such as Mickey Moskowitz' "Collection Development and the College Library: A State of the Art Review" and Paul Metz' "Duplication in Library Collections: What We Know and What We Need to Know." Others offer practical advice for novices from experienced practitioners: Charles D'Aniello's "Bibliography and the Beginning Bibliographer" and "Selection and Acquisition of Library Material in Languages Other Than English: Some Guidelines for Public Libraries" by Marie Zielinska and Irena Bell.

Collections of reprinted articles should contain full citations to their initial publication. That no such citations are included