

formation, it would also have been good if some of the authors and illustrators received the kind of brief descriptions that the author provided for some of the publishing firms.

While obviously it is the private or institutional collector of these *Tale of Peter Rabbit* spinoffs who will find this book most useful, larger libraries or those with a strong interest in publishing history or children's literature may also wish to add a copy of Turner's book to their shelves. As far as one can tell, it is accurate and comprehensive, and it is unlikely to be superseded.—*Scott Krafft, Northwestern University.*

***Middle Management in Academic and Public Libraries.*** Ed. Tom Diamond. Santa Barbara, Calif.: Libraries Unlimited, 2011. 233p. acid-free paper, \$45 (ISBN 9781598846898). LC 2011-008554.

With the myriad challenges of managing staff within a library setting, *Middle Management in Academic and Public Libraries* explicates some of the best management practices for middle managers. Middle managers are defined as "librarians engaged in a supervisory role as a department or unit head, branch manager, project manager, or team leader." This work highlights proven techniques and the management acumen of 20 librarians from both academic and public libraries. Management issues addressed range from the role of perceived balance of authority and responsibility of middle managers to improved customer service through collaborative efforts across departments and the integration of modern technologies.

This anthology is divided into five sections, with each focused on an aspect of middle management. Each section offers a chapter or chapters containing a reference list and, in some instances, appendices, literature reviews, tables, and charts. The work also contains an index and a section about contributors to the book. The first section of the book discusses managing a

unit or department within a library and managing staff within this department or unit. Topics discussed include results of surveyed middle managers that show a positive management experience is associated with perceived balance of positional authority and positional responsibility. Other items examined in this section include the role of mentoring and coaching for development of effective middle managers and the necessity of soft skills in managing the performance of staff that report to someone else. Examples are also provided where managers of special service points, such as youth services, must overcome many challenges including inadequate levels of staff and budgetary resources, lack of understanding and support from coworkers and administration, and organizational structures that do not reflect contemporary workflows such as team-based management styles.

The second section contains a chapter that describes the design specifications of a proposed leadership developmental program at Pennsylvania State University (PSU) Libraries. It was designed in conjunction with the PSU Human Resources Development Center to "attract, develop, and prepare Penn State librarians for mid- and high-level administrative positions in academic libraries." Participants are selected from an applicant pool of interested, tenured librarians demonstrating an aptitude for an administrative career. The core pieces of this multifaceted program include "mentoring, fellowship, and leadership development training." The authors suggest that other institutions design and implement a similar model so that the profession will produce administrators prepared for leading "in times of change."

The third section discusses managing cross-collaborations in various library settings. Collaborations across public services and technical services departments streamline processes and benefit users by eliminating barriers to content. Additional topics include the challenge for middle managers balancing compet-

ing demands and expectations of users with those of staff and supervisors and, in some cases, the demands of the tenure process as well.

The fourth section discusses managing change in library services. Topics covered include recommendations for managing change within a reference department such as defining the collection, analyzing user behavior and expectations, using staff skills and talents, implementing social media tools, and demonstrating the necessity of reference services. Other topics discussed include incumbent challenges and strategies of working as a manager in a previously vacant position and the importance of adapting to changing user needs as a public library branch manager.

The fifth section offers recommendations for developing managerial skills. Topics include the importance of maintaining performance evaluations with clear expectations and opportunities for training, relevant documentation, and support of administration and human resources personnel. Additional topics include the role of project management (project definition, planning, implementation, and assessment) and collaboration between library staff and departments in operational changes.

This work offers varied perspectives and interesting strategies regarding the many challenges encountered by librarian middle managers. A definite strength of the book is the breadth of coverage of preventative strategies for middle managers dealing with situational challenges. Specific chapters are also noteworthy for their focus and practical advice for both novice and experienced managers. Unfortunately, in many instances, the advice offered does not cover new ground; it essentially reiterates the truism that effective communication among staff, supervisors, and users is crucial. Regardless, most readers will benefit from the management strategies offered for navigating the numerous challenges of an ever-changing environment.—*Anders Selhorst, Guilford Technical Community College.*

**Kathleen A. Hanna, Minday M. Cooper, and Robin A. Crumrin.** *Diversity Programming and Outreach for Academic Libraries.* Oxford, U.K.: Chandos Publishing, 2011. Distributed in the U.S. by Neal-Schuman Publishers. 180p. alk. paper, \$80.00 (ISBN: 9781843346357).

The populations of higher education are becoming increasingly diverse, not only in terms of race, ethnicity, and gender identity but in terms of backgrounds, abilities, and socioeconomic status. For academic libraries, this is an area of opportunity since the academic library is often viewed as a “neutral” entity on campus. In *Diversity Programming and Outreach for Academic Libraries*, Hanna, Cooper, and Crumrin provide a wealth of information for academic libraries to either expand on or begin to create their own diversity programming and outreach services.

The authors, all librarians at Indiana University-Purdue University Indianapolis (IUPUI), begin by defining diversity and describing the history of the urban IUPUI campus. The 512-acre campus has an ever-growing presence in the midst of the Indianapolis downtown area; the land now occupied by the sprawling urban campus was once made up of mostly immigrants from all over the world and included an especially large population of African Americans. Ever mindful of their place within the downtown area and in response to a 2006 Black Student Union report, the Office of Diversity, Equity, & Inclusion (ODEI) was created by the Chancellor’s Office in 2008. At that time, each academic unit was charged with organizing its own diversity committee or cabinet on campus, which led to the development of the IUPUI University Library Diversity Council (ULDC).

This book describes what IUPUI has done to increase efforts to make diversity a strategic priority. Throughout the book, which includes eight chapters, ten appendices, and various figures and tables, the authors describe the programming, outreach, strengths, and opportunities