of film, television, and cell phone viewing screen sizes, the expanding limits of metadata for images and materials in image collections—especially with personal collections tied to larger integrated databases—all impact image collection design. As with other media evolutions, digital media alter existing media forms, and this could have been more fully addressed in the book regardless of audience. In particular, technological advancements have brought a corresponding reinvestment in the local and the personal from the global and networked, and the book could have explored this through the ever-growing interest in imaged memory collections with digital photo albums and physical scrapbooks. As an introductory text, this book offers several prompts that could be useful in moving readers toward a more detailed and critical discussion. Library professionals, scholars, and other advanced users would find this book of limited use because it does not address more complex issues or the complexity of the areas it does cover.—*Laurie Taylor, University of Florida.*

Amy Knapp, Rush Miller, and Elizabeth J. Wood. *Beyond Survival: Managing Academic Libraries in Transition.* Westport, Conn.: Libraries Unlimited, 2007. 220p. alk. paper, $45 (ISBN 1591583373). LC 2006-27895.

As technology develops and user needs evolve, many academic libraries discover themselves in a position of either adapting and embracing new technology or remaining unchanged and stagnant. This need for change, of course, provides great opportunities and great challenges for academic libraries. A welcome book, then, is *Beyond Survival: Managing Academic Libraries in Transition*, a companion guide for academic libraries in transition by Elizabeth Wood, Rush Miller, and Amy Knapp. In it, the authors detail why change is necessary for libraries, stating that refusal by libraries to change will condemn them to marginalization. The authors also provide a theoretical foundation useful for transitioning academic libraries and detailed, real-world examples of how certain academic libraries are evolving to meet new challenges in the 21st century.

Miller and Knapp, both from the University of Pittsburgh's University Library System, supply the substantial number of these real-world examples as they meticulously examine a case study of the development of their own university library. This description fills a significant portion of the book and works as an anchor for other discussions in the book, building on the theory provided in chapter two, "Theoretical Underpinnings of Change," while setting the stage for the discussions on library evaluation in chapter eight, "Standing up to Scrutiny," and the forward-looking view on library transition in chapter nine, the final chapter, "Positioning the Academic Library for a Vibrant Future." Three chapters are devoted to this case study and cover everything from strategic planning to dealing with employees unwilling to change along with the library. (The appendix at the end of the book provides the 2005 Marketing Communications Strategy/Plan for the University Library System.)

In another expansive discussion, the authors analyze a case study involving the University of Arizona libraries. While the detail in each real-world example is helpful, a key problem quickly arises. Virtually every example cited in the

book—and certainly including the two examples of the University of Pittsburgh and the University of Arizona—is of a very large library connected to a large institution. Very little, if anything, is said of libraries at smaller colleges going through structural transitions. They may face similar challenges as those larger libraries, but certainly smaller libraries have other challenges particular to them. Since two of the authors are affiliated with one of the libraries described in detail, it makes perfect sense for them to focus on a situation that they know intimately. Their broader study, however, would have benefited from input from academic librarians serving smaller populations.

The final chapter, "Positioning the Academic Library for a Vibrant Future," is, unfortunately, mildly disappointing, for it leaves the impression that the final chapter was hastily assembled. While the authors do offer insight on how librarians can cope with the rapidly changing field of academic librarianship, their attempt at summarizing the book's overarching argument is too abbreviated and leaves the reader wishing for a more cumulative summary.

These weaker elements, however, should not obscure the incisive discussions that form the greater part of *Beyond Survival.* The unifying thread weaving through all of the chapters is the clear need for libraries to be user-focused and to seek out what their users need and want rather than assuming that the libraries and their staffs know what is best for their clientele. This user-focused philosophy, more than anything else, is the key element that causes the central arguments to adhere, and it's the reason this book is worth reading. If users are changing, yet the library sees no need to do so, is the library effective in its mission to serve these users? All too often, libraries forget that they exist for a community of users and choose to prescribe services with little input form their patrons. The need to correct such thinking helps drive many of the transitions described in the

book. So important is this issue that the authors dedicate chapter eight, "Standing Up to Scrutiny," to determining whether or not an academic library is successful in focusing on its users.

Despite the aforementioned weaknesses, the authors are largely successful in explaining the need for change in academic libraries and the ins and outs of how to go about such change. As time goes on, more and more academic libraries will find themselves facing decisions on how to go about changing with the times, and the mix of theory and practicality in *Beyond Survival* can serve as an important resource.—*Stephen Pelton, The State University of New York at Buffalo.*

Understanding FRBR: What It Is, and How It Will Affect Our Retrieval Tools. Ed. Arlene G. Taylor. Westport, Conn.: Libraries Unlimited, 2007. 186p. alk. paper, $45 (ISBN 9781591585091). LC 2007-13558.

FRBR, or Functional Requirements for Bibliographic Records, is a conceptual model created by the IFLA (International Federation of Library Institutes and Associations) Study Group on the Functional Requirements for Bibliographic Records. The study group was formed in 1991, and FRBR was first published in 1998. Its purpose is to create a hierarchical structure of bibliographic records (as opposed to current cataloging practice, which uses a flat structure), via which the relationships between related titles will be clear to the user.

The same IFLA committee responsible for FRBR later charged a subgroup to create a similar conceptual model for authority records (Functional Requirements for Authority Data, or FRAD; this subgroup was working on its final draft as of this writing). In 2005, another IFLA group, the Working Group on Functional Requirements of Subject Authority Records (FRSAR) had begun to do the same for subject authority records, extending the FRAD model.

Understanding FRBR consists of thirteen chapters, each written by experienced catalogers and specialists in their subfields. The