trump quality. Poe was a fanatical proof-reader and frequent presence in the pressroom, and even experimented with technologies that would allow his autograph hand to be transferred to the printed page.

The final chapter of the book deals, unexpectedly, with the funnies. Gene Kannenberg Jr. presents a theoretical framework for discussing the relationship between the visual and graphic qualities of comics and their narrative and textual features. He suggests that we think about three issues: the narrative (how the story progresses); the metanarrative (how text and graphics illumine character, tone of voice, etc.); and the extranarrative (how the style of type can identify the author or genre and, hence, the potential reader of a piece). Even though the study of comics may be of limited interest to many librarians, Kannenberg's taxonomy could prove useful as book historians begin to hammer out the way illustrated (and perhaps even nonillustrated) books are read and used.

Like other books in this series, *Illuminating Letters* will appeal to students of the history of books and the material text and to scholars of art history and literature. One hopes that librarians, too, will find something of interest here. Typography is primarily a visual art; and perhaps if librarians attended to traditional uses of typography in printed books, they might learn more from the objects that surround them in their daily work and even learn to apply that learning to the way readers interact with words, both in print and online.—*Cecile M. Jagodzinski, Indiana University.*

Leadership in the Library and Information Science Professions: Theory and Practice. Ed. Mark D. Winston. Binghampton, N.Y.: Haworth Information Pr., 2001. 198p. alk. paper, $44.95, cloth (ISBN 0789014157); $22.95, paper (ISBN 0789014165). LC 2001-39488.

This collection of essays is well conceived and executed. Most of the contributors are themselves prominent leaders in the library profession, and without exception they have provided thought-provoking and well-researched chapters that are as easy to read as they are informative.

In the opening chapter, "The Crisis and Opportunities in Library Leadership," Donald Riggs draws an important distinction between management and leadership that is either explicit or implicit in all the essays: managers work within established bounds and use established techniques to achieve predetermined ends, whereas leaders attempt to persuade others to participate in realizing a vision. He goes on to argue that, with a few exceptions, libraries, information/library schools, and our professional associations have been less effective in developing opportunities for fostering leadership than they have been in supporting management skills programs. Believing that our inattention to leadership is destructive to the profession, he exhorts us to declare a library leadership manifesto. After dispelling some myths about leadership (for example, there can be only one leader in an organization), Riggs describes how leaders must anticipate and respond to change and identifies the qualities that tend to be found in most effective leaders.

The chapter by change management consultants Becky Schreiber and John Shannon draws on their experience working with librarian clients to analyze the concept of leadership and identify the traits of effective leaders. They contend that leadership development is "a life-long endeavor, which needs different kinds of support for different stages of our lives" and include an overview of the five stages of leadership development: Courageous Follower, Mastery, Exerting Influence, Mentor, and Sage.

The book's editor, Mark Winston, also contributes a chapter in which he explores how recruitment theory can be used to identify people with the greatest potential for being successful leaders in a particular profession or organization. He reports on the results of studies based on recruitment theory that sought to determine what attracted librarians to become children's librarians, business librarians, or science/engineering librarians. The librarians included in the studies were defined as leaders in their fields by virtue of their records

of achievement. Although the results of the studies were not entirely unexpected (for example, in the case of children's librarians, interest in the content of the specialty and working with children were primary factors in the decision to adopt the specialty), they point the way to a means for identifying the kinds of individuals who should be approached and persuaded to seek careers as library leaders. This is perhaps the driest chapter in the book, an occupational hazard when discussing empirical studies, but it makes obvious the practical value of recruitment theory.

Several essays consider how gender, culture, and ethnicity can influence and expand our understanding of leadership. Haipeng Li's comparison of the dominant leadership styles in Russia, China, Australia, and the United States is necessarily superficial given the space available and the enormity of the topic but is sufficient to show why some leadership styles are more successful in certain cultures than in others. Betty Turock provides a succinct and engaging introduction to the feminist values that can contribute to the making of an outstanding leader, combining "inclusiveness and connectedness with empathic reasoning and the ability to maintain relationships." Camila Alire offers excellent advice to emerging leaders of color, such as why we need members of minorities in leadership positions, what they have to offer based on their unique experiences, and how they can deal with the many challenges that never arise for their white counterparts.

Kate Donnelly Hickey and Stuart Glogoff each writes about the need for specific expertise: what leaders should know about financial resources (Hickey) and information technology in the virtual library (Glogoff). Hickey emphasizes credibility and communication. In all likelihood, a library director will find her or his superiors very supportive if she or he is fiscally responsible and an effective advocate for the library's needs while also knowing when to bow gracefully and cooperatively to the needs of the larger organization. And a director who communicates well and regularly both within and beyond the library will forge the relationships necessary to build coalitions, overcome resistance, and create win–win opportunities. Glogoff analyzes the opportunities for transformative leadership that have arisen from networking information, absorbing "Net Generation" values into the library, and adopting emerging technologies. According to Glogoff, rather than being driven by technology, library leaders can be the drivers if they use organizational structures that invite new ideas and promote adaptability.

Writing about leadership evaluation and assessment, James F. Williams II synthesizes a wide and impressive range of pertinent literature. He defends the ideal concept of library directors helping to design the method and criteria by which they will be evaluated and preparing a self-assessment as part of the performance evaluation. Williams focuses on academic library deans/directors, so some of what he has to say may not interest those who do not aspire to that role. However, a good many of his insights do apply to other contexts and certainly academic librarians will find this chapter especially useful.

George Needham shows that organizations may be considered to exercise leadership, too, and he examines how technology-related organizations have collaborated to develop standards and protocols, assess possible futures, and identify new means of serving end users. Implicit in his chapter is the notion that library leaders can wield special influence if they develop the skills to work effectively within such organizations.

This book demonstrates the need for creative and effective leadership in the library profession and is recommended for most libraries. It was published simultaneously as the *Journal of Library Administration,* volume 32, numbers 3/4.—*W. Bede Mitchell, Georgia Southern University.*

The Role and Impact of the Internet on Library and Information Services. Ed. Lewis-Guodo Liu. Westport, Conn.: Greenwood Pr. (Contributions in Librarianship and Information Science, no. 96), 2001. 334p. $64.95, alk. paper (ISBN 0313309205). LC 2001-23873.

Current library science literature contains an abundance of articles about the impact of the Internet on all types of libraries. The articles often focus on the Internet's impact in a specific area of library science, such as archives. *The Role and Impact of the Internet on Library and Information Services*, however, brings together a selection of articles about each major library function, with a sampling of essays on more specific issues within the major functional areas. Although some of the essays mention public and special libraries, most of the book is concerned with academic libraries.

This book contains thirteen essays divided into four sections. The first section contains one essay, a brief history of the Internet. The second section includes six essays on the broader topics of administration, collection management, cataloging, interlibrary loan and document delivery, reference, and bibliographic instruction. The third section includes essays on narrower topics: business librarianship, government information services, science librarianship, academic media centers, and archives. And the fourth section contains one essay on the importance of Internet training in libraries. Although it is not titled "Conclusion," it brings the various threads of the volume together because training staff and patrons how to use the Internet and various online databases is key to all of the areas discussed in the book. As author D. Scott Brandt states, "It almost goes without saying that if someone is talking about computer literacy, he or she is also talking about Internet literacy."

Lewis-Guodo Liu, the book's editor and author of the business librarianship essay, is associate professor at the Newman Library of Baruch College of the City University of New York. He teaches credit courses in business information research, provides reference service, and is responsible for collection development in finance. Liu has authored several previous books on libraries and the Internet.

An exceptional feature of the book is that almost all of the contributors are both researchers and practitioners. The chapter on collection management, for example, is written by Dr. Thomas E. Nisonger, currently associate professor at Indiana University's School of Library and Information Science, but formerly coordinator of collection development for two different academic libraries. Other important features of the book include extensive author and subject indexes and a biographical section about each contributor. Each essay concludes with a substantial list of references.

Two related issues are continuously discussed throughout the book: "disintermediation" and access versus ownership. In relation to online access, "disintermediation" refers to the decrease in opportunities for library professionals to help researchers in selecting and evaluating information. Granted, intermediation opportunities are routinely missed, but with the Internet, information is available remotely and disintermediation is more common. Technology, such as chat reference, helps to alleviate this concern. "Access versus ownership" is discussed as it relates to each functional area of the library: reference, cataloging, interlibrary loan, and so on.

This book will be most useful to researchers because of its theoretical nature and extensive bibliographies. Books such as this one that give an overview of the Internet's impact on libraries and include essays written by researchers, as well as practitioners, are especially important for all library and information science collections. Practitioners, however, might wish for more of a how-to manual for managing the Internet's impact on library services.—*Margie Ruppel, Southern Illinois University.*