Preface

As editor of *Advances in Librarianship* for the past 5 years, I have been struck by the plethora of topics that could be considered "advances" in the field and the dearth of authors who can find the time to write the type of thorough, scholarly analyses typical of this publication. Moreover, authors must struggle with rapid developments that will simply not hold still for leisurely analysis; often, a snapshot description and some informed speculation are all that is possible. I am therefore pleased that in this twentieth volume of *Advances in Librarianship* I have been able to find, with the expert help of my editorial board, a group of authors, who, while discussing the uncertainties inherent in describing a field in flux, nevertheless both provide analysis and indicate direction.

The lead contribution for this volume, "Running with the Red Queen: Breaking New Habits to Survive in the Virtual World," by Hirshon, expands on the thought of "too much change too soon." Libraries are no longer a sequestered refuge, buffeted as they are by changes in the scholarly publishing process, constantly increasing customer expectations, shrinking budgets, and the demands to keep pace with rapidly changing technologies among other things. It does indeed seem, as Hirshon quotes from *Alice in Wonderland*, that "it takes all the running you can do to keep in the same place" and "if you want to get somewhere else, you must run at least twice as fast as that." Hirshon develops his topic by discussing customer service expectations and strategies for meeting them in the foreseeable future. He concludes that the days of stability and predictability are gone forever and, to paraphrase the caterpillar's advice to Alice, "We will get used to it in time."

Rethinking and reshaping their organizational structures is one way many libraries have attempted to respond to rising demands. Many reorganization plans have attempted to flatten the organizational structure, the goal being more empowered line employees (and fewer managers) who would be self-directed and more efficient and give better service. Joseph Boisse and Stella Bentley, in "Reorganizing Libraries—Is Flatter Better?" review the management theory behind horizontal organizations, the factors that drove libraries to change, the factors that typically affect success or failure, and the issues that need to be seriously considered before this approach is adopted.

As libraries are forced to change, library and information science programs also are being asked to change. They must educate a "new breed of librarian," one who is a leader and a technical expert and who has been exposed to more traditional values and skills. Karen Drabenstott and Daniel Atkins, in their contribution "The Kellog CRISTAL-ED Project: Creating a Model Program to Support Libraries in the Digital Age," describe one school's "bold action plan" to deal with "the revolution upon us," a plan that includes not only a new curriculum and new approaches to teaching and learning, but also a number of linked research projects that will help shape what they foresee as an interdisciplinary educational program "to produce graduates who will create and manage a broad set of knowledge-work environments including but not limited to libraries."

Internationalization of business, scholarly communication, and communication generally are other areas in which librarians have become more involved as global interdependence is creating new links and obligations. Robert Seale, traces the relationship between Mexican and U.S. libraries in a comprehensive treatment of this subject. He begins with an overview of Mexican librarianship and then covers library cooperation in Mexico, a history of U.S.–Mexican library interaction, organized acquisition of Latin American materials, the status of library education in both countries, and current cooperative projects. He ends with suggestions for future activities, such as resource sharing, and discusses the potential impact of the North American Free Trade Agreement.

Liz Chapman explores the potential of licensing—a legal agreement between publishers of serials and libraries—as a possible solution to the well-known "serials crisis." Existing licensing projects are reviewed briefly, and a pilot project now under way in the United Kingdom is described. Of special value is a section on the potential impacts of licensing on publishers, serials agents, and, of course, libraries and their users.

While high-profile issues such as organizational accountability, restructuring, technological developments, high costs of serials, rising user expectations, and internationalization, tend to dominate the current professional literature, it is sometimes forgotten that traditional library services are ongoing and in demand. Certainly, activities such as the acquisition and loaning of fiction, including reader advisory services, are alive and well in public and, to a lesser extent, in academic and special libraries. Two UK authors, Liangzhi Yu and Ann O'Brien, provide a thoughtful description and analysis of what they call "the domain of adult fiction librarianship," that is, the provision of adult fiction in libraries, including collection development promotion and reference services. In addition to describing their own research approach, they include a review of prior and suggested research.

Academic librarians have believed for a long time that closer cooperation with faculty in the various disciplines is the best way to teach students more effectively and consistently. Yet, the influence of the library faculty is rarely strong enough to effect an integrated program except perhaps in smaller 4-year institutions. Evelyn Haynes, in "Librarian Faculty Partnerships in Instruction," describes the typical relationship of the academic library with its parent institution; faculty perceptions, understanding, and attitudes; and the challenges library faculty have to overcome to be successful in maximizing the unique contributions the library and its faculty are capable of making to the educational enterprise.

One of the more elegant solutions that technology has put within our grasp (if not as yet within our reach) is the digitizing of large amounts of text for purposes of preservation and potentially much improved access and delivery. As with other breakthrough technical developments, the road from technical feasibility to actual implementation, is, not surprisingly, rather complex. However, because the potential is so inviting in the United States, a number of major pilot projects have been launched to begin to digitize certain collections and to establish procedures that can be used for further application. Eric Shoaf, in "Preservation and Digitization: Trends and Implications" discusses the concepts of preservation and access that led to these projects. He summarizes the advantages and possible disadvantages of digitization as a preservation option and lists the key factors that need to be in place for this option to become the major preservation or access tool.

Given that this volume, the twentieth for the serial and my fifth as editor, represents somewhat of a milestone, I thank the present and past members of the editorial board, Nancy H. Allen, Harold Borko, Michael K. Buckland, Karen Horny, Frederick C. Lynden, Charles Martell, W. David Penniman, and Bendik Rugaas, for being proactive in contributing their ideas and expertise. Because of the small number of board members, each individual gave quite a bit of his or her time. I also thank my administrative assistant, Betty M. Espinoza, for her work as project director for these volumes. Her enthusiasm and attention to detail, as well as her ability to keep authors, editorial board, and publishers informed and happy, have made the task of completing each volume both possible and pleasurable.

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