

Libraries in Open Societies presents an excellent overview of a rapidly changing area in international librarianship. The topics and concerns addressed by the authors illustrate both the challenges and solutions offered by technology and their application to specific projects and needs. Although the volume relates specifically to Slavic and East European librarianship, many of the articles would be of interest to anyone engaged in digitizing efforts, resource-sharing, bibliographic projects, or international cooperation.—*Maija M. Lutz, Harvard University.*

Schonfeld, Roger C. *JSTOR: A History.*

Princeton, N.J.: Princeton Univ. Pr., 2003. 412p. acid-free paper, \$29.95 cloth (ISBN 0691115311). LC 2002-035907.

When I mentioned to my coworkers that I had been invited to review a book on the history of JSTOR, most were surprised to learn that anyone would even think of writing such a book and many wondered if anyone would want to read it. Although at first I shared some of these feelings, they dissipated quickly as I read the first chapter. In fact, when I finished reading the book, I found myself eager for the next installment. The key to the value of this book is that JSTOR represents a unique, mission-driven experiment in scholarly communications. From the beginning, JSTOR has focused on the mission of providing a high-quality back-issue archive of core scholarly journals as a service, and not a profit-making enterprise, to the academic and research community. In writing this history, Roger C. Schonfeld, a research associate at the Andrew W. Mellon Foundation, was given access to JSTOR internal documents (minutes, reports, correspondence, personal notes, etc.), conducted detailed interviews with all of the major figures, and consulted numerous articles from a variety of publications. These sources enabled him to describe and analyze the major issues and events in great detail. The result is a highly detailed, but very readable, history of a unique nonprofit organization.

Following a useful introduction and detailed time line, Schonfeld begins the body of the book with five chapters that trace the history of JSTOR from its beginnings as an idea in 1993 to its emergence in 1995 as an independent organization. The idea that ultimately led to the creation of JSTOR came to William G. Bowen (president of the Andrew W. Mellon Foundation and a trustee of Denison University) when he learned that Denison's library was rapidly running out of space. Bowen believed that libraries could save large amounts of space by withdrawing extended back runs of print journals and replacing them with a reliable and high-quality digital archive, alleviating the pressure for expansion or new construction. This goal of saving space was the driving force behind the project that Bowen proposed to the board of the Mellon Foundation. Schonfeld carefully documents how Bowen insisted that the archive be of the highest quality, reasonably priced, and made as widely available on campus as possible. Bowen also believed that cover-to-cover indexing should be provided and that the archive should contain not only archival-quality images of each page of the journal, but also searchable full text. With authorization from the Mellon board, Bowen and his colleagues began the search for an organization that would be willing and able to take on this pilot project. The search quickly led to the University of Michigan, which already had developed software that could be modified to provide the required searching capability. Schonfeld notes that the agreement with Michigan was unfortunately vague in certain respects, resulting in many difficulties down the road. Perhaps the most significant of these was the failure to anticipate problems that would arise in the relationship with the vendor selected to digitize the journals. Rights to the software that Michigan developed to support searching the archive also were not clearly defined. By the end of 1994, indications that the project was viable—but also far too complex for him to handle on his

own—led Bowen to assign increased responsibilities to Kevin Guthrie, who was later to become head of an independent JSTOR. Schonfeld persuasively argues that the appointment of Guthrie, who had accepted personal responsibility for the success of the project, was a key turning point in JSTOR's history.

In chapters 7 through 10, Schonfeld examines JSTOR's history from organizational independence to the appearance of its first collection (November 1999), later to become known as Arts & Sciences Collection I. Key developments included creating a business plan, completing negotiations (including revenue-sharing agreements) with key journal publishers, revamping the production process, and signing a number of libraries to licenses for a product that did not yet exist. This last development is perhaps the most surprising of all. Schonfeld attributes this success to JSTOR's commitment to value-based and tiered pricing, its pledge to provide ongoing access to the archive if libraries decided to cancel their licenses, and its continuing association with the Mellon Foundation, which academic librarians, scholars, and university administrators had learned to trust. Also, JSTOR gave discounts to libraries that signed up during the charter period. In addition, Schonfeld documents how several problems that JSTOR faced during this period, such as publishers' resistance to the possibility of JSTOR including current issues, were resolved due to their flexibility and to their refusal to abandon their mission-driven focus. But perhaps most important, JSTOR was able to meet its ambitious target date for the availability of its first collection. Libraries and librarians now knew that JSTOR was capable of meeting its commitments.

Chapters 11 through 14 trace JSTOR's history from the appearance of its first collection to the end of 2001. During this period, JSTOR was involved in a number of initiatives, some successful and others ultimately abandoned. The number of libraries signing up grew beyond JSTOR's expectations, and it was soon discovered

that the primary value of JSTOR for many libraries was improved access to back issues and the addition of new titles to their collection, not space-saving. Part of this growth is attributable to the positive economic climate in 1999 and 2000, which meant that many libraries had funds available for new purchases. Also, JSTOR adjusted its tiered pricing schedule to more fairly reflect the value of the product for different sizes and types of academic libraries. It also signed numerous journals from many new publishers, developed new collections, expanded into the international market, and decided to initiate a consulting service. Despite all this, JSTOR remained focused on its core mission-driven values, including a commitment to value-based pricing and to digitizing the most important core journals in each carefully selected discipline.

In his conclusion, Schonfeld summarizes how JSTOR was able to establish itself as a self-sustaining organization by the end of 2001, although he does indicate that several challenges remain. This is followed by an epilogue in which he skillfully summarizes the lessons that can be learned from JSTOR's history, including both its successes and failures. Many of those lessons are applicable to non-profit organizations of all kinds, making this book relevant far beyond the realm of libraries and scholarly communication. In my opinion, the key lessons are the importance of JSTOR's organizational flexibility and its refusal to abandon its core values of value-based pricing, space-saving, improved access to back issues, and collection-building. Its continuing emphasis on careful selection of journals for each collection also is important.

In summary, this is a well-written and valuable study, sections of which might well become required reading in library school courses on digitization and scholarly communications. Individuals and organizations considering digitization projects also will want to consult Schonfeld's work. Despite the abundance of historical detail and the seemingly dry subject matter, this book was refreshingly

easy to read and at times even entertaining. Its value is enhanced by a detailed list of primary sources, a thorough bibliography, and a complete, well-designed index. Richard Schonfeld, the Mellon Foundation, and Princeton University Press are to be commended for this valuable contribution to the literature of librarianship, scholarly communications, and business history.—*Wade Kotter, Weber State University.*

Works as Entities for Information Retrieval. Ed. Richard P. Smiraglia. Binghamton, N.Y.: Haworth, 2002, 267p. alk. paper, cloth \$59.95 (ISBN 0789020203); paper \$39.95 (ISBN 0789020211). LC 2002-13038. (Published simultaneously as *Cataloging & Classification Quarterly*, vol. 33, nos. 3/4, 2002.)

Do catalogers describe a bibliographic entity with the user in mind, or do they describe the object in hand? Is the goal of cataloging to make the work accessible for use or to describe the item? What is “a work,” anyway? These are the principal questions that drive this collection. The authors make excellent cases for attending to the work during cataloging, rather than concentrating wholly on the item. Although perfection in description is often the goal of the cataloger, concessions should be made to the user, who must find the work in a successful search. As a cataloger once told me, “I don’t care if the subject isn’t helpful in the catalog; *it is perfect!*”

To begin with some definitions, the “work” is the intellectual content of a book, digital publication, visual presentation, and so on. The “item” is the presentation of that intellectual content. The item may come in many forms, whether hard-bound first edition, paperback republication, digital publication on the Web or CD-ROM, annotated, with new introductions, indexed, and so forth. It is the work that often is neglected in the cataloging process. In “Cartographic Materials as Works,” Scott R. McEathron states:

very little has been written by map librarians on the current cataloging mechanisms available for providing

descriptive access to works or on thinking of cartographic materials as works. ... [F]ew of the prominent resources have given any explicit explanation or guidance on the bibliographic treatment of works when one or more of the physical manifestations is cartographic.

This is exactly the problem encountered by catalogers of other than monographs or serials, and often even in the case of catalogers of these more common forms of publication. Where is the guidance? Each of the chapters in this collection attempts to provide that counsel.

Allyson Carlyle and Joel Summerlin attack the ambiguity of gathering works of fiction, seemingly the most straightforward of works, in the online catalog, in “Transforming Catalog Displays: Record Clustering for Works of Fiction.” By focusing on three specific works of fiction, the authors are able to demonstrate that, although most editions are gathered in a rational display, not all editions are included. One would think that a title search for *Bleak House*, *Kidnapped*, or *The Three Musketeers* would result in an effective result set. Not so, say the authors. Too much emphasis has been placed on the item in the cataloging process and not enough emphasis on the work, which causes some entries to drop out of the display for many detailed reasons. The authors argue in favor of considering the thinking of researchers during the cataloging process.

James M. Turner and Abby A. Goodrum, in “Modeling Videos as Works,” tread some of the same ground. The video is a deceptively simple object; the authors emphasize the “instantiations” that complicate the description of most videos. Like books that are published in various editions, the iterations of videos can be many; unlike books, however, videos can represent an abstract idea with a nontextual presentation. Access points are quite different: scenes, editors, producers, directors, actors, and many others. All must be accommodated in the biblio-