

Mentoring A-Z. Julie Todaro

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SOURCES

security plans, but it is also likely to be of use to department heads and team members in public services, circulation, and reference departments.—*Sarah Clark, Associate Library Director, Rogers State University, Claremore, Oklahoma*

Mentoring A to Z. Julie Todaro. Chicago: ALA, 2015. 153 p. Paper \$58.00. (ISBN 978-0-8389-1329-1).

Staff training and development programs are aimed at all library employees. These processes communicate job expectations, orient the worker to the organization and its resources, and provide information about the library's mission and goals. Mentorship programs, on the other hand, are more often developed for employees at the professional or faculty level, and, ideally, they deal with issues such as long-term professional career development, promotion and succession planning, and retention (or tenure in tenure-track faculty situations).

In this book, Julie Todaro examines mentorship programs in libraries and library organizations. Much of the book is in the form of bulleted lists, which makes it a quick read but which also leads to a degree of repetitiveness. She includes several case study exercises, enabling the reader to practice applying the information. Several lists are particularly useful, including those covering types of mentoring relationships (12–13), typical goals for mentoring programs (38–41), and failure modes (77–88).

As Todaro points out, “the success of any [mentor-mentee] pairing lies in the identification of relationship goals” (22). Chapter 3, “The Value and Benefits of Mentoring,” addresses this topic in depth, considering not just the overall goals of mentoring programs in relationship to the organization, but also specific benefits for the mentor, the mentee, and nonparticipants within the organization. This is perhaps the most substantial chapter of the book, and it serves as a helpful reference for those trying to promote the development of a mentorship program to library administration. Chapter 7, on measurement and evaluation, is somewhat weaker, although it provides the sound advice that planning for any new initiative should include “[deciding] what data results matter” (88) and incorporating an evaluation plan.

The substantial appendices suffer in some places from an overly general approach. For example, the handbook content guide (97–99) could apply to building documentation for nearly any program; still, this may be a good set of guidelines to use. One peculiarity of the back matter is that several sections begin with what appears to be text from the publisher's style guide. But this section is quite thorough on the documentation needed at every phase of a mentorship program, from planning through evaluation.

This is a useful and practical book, though perhaps a bit padded here and there with material of a very basic nature. Overall, however, it offers excellent guidance on developing, setting up, and evaluating the success of a mentorship program. The forms and checklists in the appendices are invaluable and make the book well worth

adding to the professional collection supporting a mentorship program.—*Janet Brennan Croft, Head of Access and Delivery Services, Rutgers, The State University of New Jersey, New Brunswick, New Jersey*

The Purpose-Based Library: Finding Your Path to Survival, Success, and Growth. By John J. Huber and Steven V. Potter. Chicago: Neal-Schuman, 2015. 200 p. Paper \$62.00 (ISBN 978-0-8389-1244-7).

Building on the management principles presented in his book, *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Services* (Neal-Schuman 2011), John Huber extends the “lean” philosophy to help libraries define the core purposes that add value to their community in order to survive, succeed, and grow. Huber includes anecdotes and facts from libraries with which he has consulted to illustrate the effect that increased competition, reduced assessments, budget cuts, and outsourcing have on libraries and that ways that some libraries have resisted these effects. In addition to examples cited by Huber, each chapter also features insights from Steven V. Potter, library director at Mid-Continent Public Library in Missouri, which put the discussion in the context of library administration experience.

Huber and Potter present a bold and comprehensive philosophy to fend off budget and perception threats: the library must be perceived not only as adding value to its community, but also as a hub for facilitating the community's pursuit of core needs. Borrowing from Maslow's hierarchy of needs, Huber proposes a pyramid of community needs, with the library as the catalyst to bring together community agencies, businesses, government, religious organizations, foundations, charities, and volunteers to cooperatively address community needs. Huber's pyramid steps include food and shelter safety net, safety and security, functional literacy and access, digital literacy and access, functional skills development, creative expression, and advancement of knowledge. A chapter is devoted to each of these topics, and each includes a discussion of how libraries are engaging their communities to effect change, as well as charts and metrics to measure the dollar value of services.

Huber and Potter present food for thought that will be useful to library managers and administrators engaged in financial management and strategic planning. Current library services readily fall into the pyramid of needs: computer centers contribute to digital literacy and access; digital media labs and maker spaces enhance creative expression; story times, GED and ESL classes advance functional literacy and access. Although few libraries are in the position to coordinate community engagement for all the needs on the pyramid, administrators can use this book to build on existing community partnerships in one area and add to these over time. The charts and metrics will give librarians a useful starting point for examining the data cited in the footnotes, developing their own community metrics, expressing the dollar value of local library