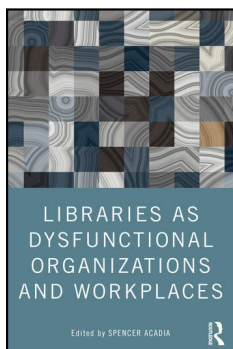


information and future directions in the field. There are few easy answers to questions raised by these intersections. By engaging with the text and Knox's suggested related texts, readers are given tools to begin thinking through the topic for themselves. Given the recent increase in the number of book challenges, the discussion of intellectual freedom as not just a legal but a social construct was particularly helpful. This is especially true as it hints at ways of moving forward in the fight against book challenges.

Each of the chapters constitutes a good capsule conversation on its own, and chapters can be read out of sequence according to the interests of the reader. Where necessary, Knox reintroduces vocabulary or concepts that will be helpful in each chapter. In much of the book, the connection to a particular element of intellectual freedom—for example, access to information or freedom of expression—and the topic of the chapter is clearer. In the case of the chapter on copyright and intellectual freedom, this reviewer had more trouble seeing that connection. The discussion of copyright seemed to focus more on freedom of use rather than intellectual freedom per se.

The text does an admirable job of outlining the recent conversation around intellectual freedom and neutrality. Knox includes a discussion of the concept of the “marketplace of ideas” and its critiques. There is also a discussion of the ways neutrality can be perceived as a “shield for prejudice.” A related discussion revolves around hate speech, laws against hate speech, and the challenges of implementing such restrictions. Knox argues that these laws may not actually be used to protect marginalized groups. Acknowledging the argument some make that unrestricted intellectual freedom causes harm, Knox leans instead toward the broadest possible interpretation of intellectual freedom. She discusses the relationship between restrictions on intellectual freedom and who has power in the community. While limiting certain forms of expression like hate speech can be appealing, Knox reminds the reader that those who have power decide whose speech is restricted. She also articulates a concern that such restrictions might further consolidate power in the hands of a few. Particularly given recent anti-immigrant rhetoric as well as opposition to diversity and inclusion efforts in library collections and programming, some readers may not be persuaded by Knox's argument. However, it is well articulated and supported, and includes a firm understanding of its critiques. The text and the references give readers a strong grounding in theories of intellectual freedom to make decisions for themselves. This text will be a valuable foundation resource for information professionals in libraries of all types. — *Qiana Johnson, Dartmouth College*

Libraries as Dysfunctional Organizations and Workplaces. Spencer Acadia, ed. New York: Routledge University Press, 2023, 316 p. Paper, \$35.96 ISBN: 978-0-3677-4709-1.



Libraries as Dysfunctional Organizations and Workplaces documents the widespread evidence that library workers in North America are unhappy with the libraries where they work. Although the term dysfunction can make the book appear to be geared toward managers with an interest in alleviating those elements of the workplace, the book will appeal to anyone working in or adjacent to the LIS field.

This book, edited by Spencer Acadia at the University of Denver, has three major goals: to critically look at the internal problems of libraries as dysfunctional workplaces, to examine the socio-organizational level as it relates to existing literature, and to provide practical suggestions on how to

address dysfunction. The book is easy to read. Chapters are written with clarity, and efforts are taken to ensure that readers are working with shared definitions. For example, authors use the 1999 Statt definition of dysfunctional to mean “[...] anything that disturbs the normal functional operations of an organization. It is also used more widely to mean a way of doing things that doesn’t work” (3).

The authors explore the factors that lead to dysfunctional workplaces as well as the four types of dysfunction an organization can face. The authors offer four types: low morale/burnout, problematic recruitment and retention, discrimination, and bullying. Although much has been written on the topic of individuals dealing with burnout, the book looks squarely at what the employer can change to stop it. Chapters also examine workplace bullying. Using a survey method, Carol Ann Geary and Spencer Acadia explore the impact of COVID-19 and at-home work on rates of bullying, arguing that bullying is one of the factors of high turnover for academic librarians. Kate Dohe, Celia Emmelhainz, Maura Seale, and Erin Pappas offer a surprising take in their chapter “The Saboteur in the Academic Library.” They assess both the positive and negative outcomes of sabotage. Sabotage can keep work manageable and protect employees from patrons, but it can also create a toxic work environment for BIPOC employees and scare off new hires. Silvia Vong’s chapter, “Bamboo Ceiling Reframed: Exclusion through Social Practices and Structures in Libraries,” sheds new light on dysfunction through an analysis of AAPI interest in management in libraries. Vong’s research demonstrates that 43 percent of the respondents had no interest in management.

Recruitment and retention are key to any organization, so we need to take into consideration a whole-person approach, as Erica Lopez describes in chapter 3: “A whole person approach appreciates humans as complex individuals that interact to form relationships with others and their environments” (73). This approach can also improve the interview process and help demystify the processes of promotion and tenure (83). Adena Brons, Chloe Riley, Ean Henninger, and Crystal Yin address the dysfunction caused by a reliance on precarious labor. As they describe it, precarity is a problem that differs across institutions. This means that “the causes, manifestations, and effects of precarity are multiple and complex; no individual library or library system experiences precarity in precisely the same way” (101). While this means that precarity cannot be solved in one swoop, the chapter offers multiple solutions for the problems discussed.

In total, the authors in this volume examine and discuss the various layers of dysfunction. The library is not the in a void. Libraries exist within higher education structures. Hierarchies in higher education and within the library need to be taken into consideration (288). By discussing this we can look past our institution and at the larger institution and see the same problems. The book has many strengths but a few notable weaknesses. The strongest chapters discuss academic libraries, but only a single chapter focuses on public libraries. Public libraries have different factors to consider, such as library boards and trustees. These are interesting topics that should be covered in a different book. In some cases, chapter titles feel like a shell game with no ball. Tim Ribaric’s “Put the Fucking Salary in the Job Ad!”: An Analysis of an Anonymous Corpus of Tweets” does not discuss salary or job postings but tweets by the account LIS Grievances on Twitter. Although not every chapter will pique the reader’s interest, readers interested in the concept of dysfunction or who want to discover how to improve the library workplace will value this book. — *Kaia MacLeod, University of Calgary*