

The {Academic Author}

For Creators of Academic Intellectual Property

2010:4

April 2010

PRESIDENT'S MESSAGE:

TAA seeking next generation of leaders

By Paul Siegel

As I prepare to leave office this summer, let me point out that the TAA leadership is engaged in some serious soul-searching as we try to discover how best to bring the association to its full potential. What began as the brainchild of a tiny handful of dedicated textbook authors a quarter-century or so ago has now grown to an association pushing towards the 2,000 membership figure—and this is but a tiny fraction of the size we should be, given our mission and potential market.



Your elected Council is committed to a program of, for want of a better phrase, self-improvement. We will be creating a detailed “job description” for Council membership, to enhance accountability. We also need to identify TAA members to serve on Council itself or on committees that will include “lay members.” We are especially anxious to find individuals with expertise in such areas as:

- **Event Planning.** Planning the annual TAA conference is a major undertaking, taking up much Council and staff time. We would love to have TAA members with special expertise in event planning to assist in programming, and perhaps negotiations with hotels.

- **Financial Management.** We need to attract more Council members with expertise in financial management; ideally some members will come to Council with a background in accounting, thus especially well-positioned to serve as Treasurer of the TAA.

- **Information Technology.** TAA will always have a need to review and improve upon our use of data about our members and about our own management. Fostering networking opportunities among members improves as we better organize information about our members.

There may be other areas of expertise that will be identified later on, as the Council engages in its own self-improvement program. For now, let me encourage members to step forward, not to be shy. We need you.

TAA announces 2010 Texty, McGuffey Awards

TAA has selected seven textbooks to receive a 2010 Textbook Excellence Award (“Texty”), and three textbooks to receive a 2010 William Holmes McGuffey Longevity Award (“McGuffey”).

Two books tied for a Texty in the College Humanities/Social Sciences category:

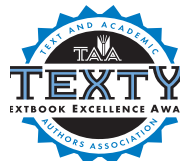
Criminal Investigation, 9th ed., by Kären M. Hess and Christine Hess Orthmann (Delmar Cengage Learning), and *Geography: Realms, Regions, and Concepts*, by H.J. de Blij and Peter O. Muller (John Wiley & Sons, Inc.).

The awards will be presented during a luncheon at the 2010 TAA Conference in Minneapolis, Minnesota on June 26.

2010 Textbook Excellence Award (TEXTY) winners:

AP Environmental Teacher Manual and Student Lab Manual, 1st ed., by Carol Matthews and N. Kathryn Weatherland, published by Teaching Point (El-Hi Physical Sciences category)

Big Ideas Math, 3-book Middle School Series (6-8 grades), 1st ed., by Ron Larson and Laurie Boswell, published by Big Ideas Learning (El-Hi Mathematics/Statistics category)



BOLDPRINT Graphic Novels, 1st ed., edited by Joan Green and Kathleen Gould Lundy, published by Rubicon Publishing Inc. (El-Hi Language and Literature category)

BOLDPRINT Kids Graphic Readers, 1st ed., edited by David Booth and Larry Swartz, published by Rubicon Publishing Inc. (El-Hi Language and Literature category)

Fatigue of Structures and Materials: Second Edition with CD-ROM, by Jaap Schijve, published by Springer Science + Business Media (College Computer Science/Engineering Category)

Graphic Poetry, series, 1st ed., edited by Glen Downey, published by Rubicon Publishing Inc. (El-Hi Language and Literature category)

Human Anatomy, 6th ed., by Frederic Martini, Michael J. Timmons, Robert Tallitsch,

published by Pearson Education/Benjamin Cummings (College Life Sciences Category)

2010 McGuffey Longevity Award winners:

Criminal Investigation, 9th ed., by Kären M. Hess and Christine Hess Orthmann, published by Delmar Cengage Learning (College Humanities/Social Sciences category)



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2010 TAA Conference
Text and Academic Authoring
Ramada Mall of America
Minneapolis, Minnesota
www.TAAonline.net/2010TAAConference

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BOOK REVIEW:

Wendy Laura Belcher

Writing Your Journal Article in 12 Weeks: A Guide to Academic Publishing Success

Reviewed by Grant Eckstein

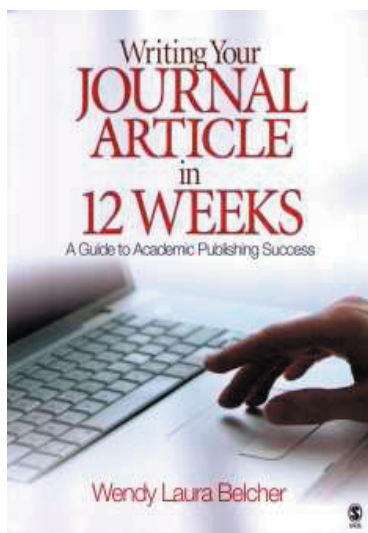
Wendy Belcher's new book on academic writing, *Writing Your Journal Article in 12 Weeks: A Guide to Academic Publishing Success* is not your average tome on scholarly productivity. It is, by appearance and admission of the author, a workbook—one that takes a graduate student or junior faculty member by the hand and leads him or her to successfully write an academic article in the Humanities or Social Sciences that can lead to publication.

The author draws on her extensive experience conducting scholarly productivity workshops and background as an academic editor of a peer-reviewed journal to discuss academic writing and establish a regimen for scholarly productivity. Her purpose: to get graduate students and junior faculty published in a peer-reviewed journal. Belcher suggests revising an existing piece rather than starting from scratch with the promise that revising well will lead to better writing. To scaffold the revision process, the workbook is broken into 12 weeks, not chapters, each with its own collection of instruction, strategies for successful revising, and worksheets meant to get thinking or writing going.

While addressing the sometimes-unsearchable field of scholarly writing and publishing, Wendy Belcher uses unpretentious, contemporary, and even witty prose that is simultaneously captivating and informative ("Writing is to academia what sex was to nineteenth-century Vienna: everybody does it and nobody talks about it" p. 1). While Belcher's conversational and at times redundant approach may irritate readers who are seeking a pithy list of dos and don'ts, Belcher assumes that the reader is

genuinely frustrated with the writing process and needs real, supportive instruction not idealistic axioms about composing and publishing.

Another strength of this workbook is its macro-level explanation of daunting research tasks. For instance, Belcher describes how to read theoretical literature, how to give and receive feedback on writing, and how to interpret a response from a journal. On the other hand, some areas of her workbook seem



disproportionately small: more than six pages on a good title versus just four paragraphs on writing your conclusion.

What some may argue as a weakness of the book is in the design. It is a workbook, and as such, it is meant to be worked through. Some may feel constricted by a week-by-week guide to revising. Others may chafe at Belcher's insistence that writing should become a habit by means of daily

practice. But throughout the workbook, Belcher encourages, clarifies, and instructs the reader on ways to shape a poor piece of writing into a manuscript worthy of a peer-reviewed journal. Besides, the book's presentation makes it easy enough for readers to target specific writing skills if they would prefer not to follow the suggested 12-week regimen. However, some areas of the workbook are nearly impossible to ignore because they touch honestly and unapologetically on issues such as why articles are rejected, questionable publishing outlets, and the perils of perfection. For her target audience of graduate students and junior faculty, these are likely areas of real ambiguity.

Wendy Belcher's book, *Writing Your Journal Article in 12 Weeks* is an authoritative and approachable text. Although it was created and written as a workbook for graduates and junior faculty in the Humanities and Social Sciences, Belcher suggests that the book could be used successfully as the text for a writing course. A class, she suggests, that would be very popular. After working through several of the weeks myself, I would agree.

Grant Eckstein received his teaching certificate and M.A. in Teaching English to Speakers of Other Languages (TESOL) at Brigham Young University. He is an English language teacher and an academic program supervisor at BYU's English Language Center in the department of Linguistics and English Language. His fields of interest include non-native English pronunciation and writing.



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Roundtable Discussions
Luncheon**

Five myths to overcome when writing your first book

By Kathleen P. King

Many people live exciting lives, have great vision or imagination and are compelled to seek the long road of writing a book.



Writing your first book is an especially daunting task. Where to start? How do you proceed? What if writer's block hits? And will I ever find a publisher? These are just a few of the myriad of questions that keep would-be authors away from the keyboard and awake at night as they wrestle with conquering the page.

Let's begin from the rejection pile as it were: Things Not To Do. If you can eliminate some lethal, bad habits, maybe you can free your fingers so they can dance joyfully over the keyboard once again. Are you game? Here are five myths you will need to overcome when writing your first book:

Myth 1: Writing a book is like giving birth- one word at a time.

Please let go, live free, and anticipate that this will be the first of several, if not many books. Do not agonize over each word. Let yourself experience the process of writing, revising, writing, and revising. Because after months of careful planning and work you must realize that at a certain point you have to kick that book out of the nest and let it fly.

Myth 2: Writing a book is ugly business.

Enjoy the writing and when you get stuck, no longer are enjoying it, or are otherwise bogged down, change your scene, write a different section, go outside, or sing a song. You have hopefully elected this process of writing, therefore enjoy it. It could be so much worse, imagine if you were digging trenches with your bare hands. This is easy in comparison. Enjoy! Change the pace to provide freshness and vigor to your writing. For instance alternate between difficult, easy, creative, and menial tasks so that no single one dominates your day.

Myth 3: Top Secret: Protect my work from the light of day.

Quite the opposite, invite friends, family or colleagues to read your work and critique it. Discuss it with those who will talk to you about it and give you feedback. The more you discuss it, the more fully you will develop it and see any gaps or inconsistencies in your writing. Great writers know and use the power of proofreading and critique to their benefit.

Myth 4: I have to know the entire book before I start.

From experience I know my content well, but I always leave open new ways for my books to develop and evolve as I work through them. I have a vision and detailed outline for each book, but I also weave in new insights, experiences, and current events. And if your books have characters in, don't restrict their behavior before they come alive on the pages-

allow them room to grow through your work! Let that book outline and framework be flexible enough to improve as you breathe life into your book as the words spill from your fingertips, to the keyboard, onto the monitor.

Myth 5: Publishers are always correct.

On the contrary, they are people! Read your contracts, be part of professional associations to know what the usual terms are and when you know your content is right, stand up for it. There are scores of cases where publishers turned down books as "trash" which later became best sellers.

Onward to Success

Print off these points, tape them next to your monitor, and let them inspire you to keep on moving through and enjoy your writing project. Live your dreams of writing. Whether you are writing 30 minutes a day, or 10 hrs a day, I urge you to overcome the 5 myths described above and discover the freedom of your voice, write to your audience, and enjoy the experience.

Dr. Kathleen P. King (EdD), Certified Coach, Author, Keynote Speaker, Professor of Education (www.facultyspeaker.com) is an award-winning author of 17 books (3 more in process at this time) and a dynamic, interactive keynoter, and author who invigorates audiences on a variety of professional topics.



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Beyond the Book®



Copyright Clearance Center and TAA are pleased to be working together to podcast programs from the 2009 TAA Conference at www.beyondthebook.com.

You do not need an iPod or MP3 player to listen. Programs may be played directly at your PC, or downloaded and burned to a standard audio compact disc. Transcripts are also available.

Beyond the Book programs cover a variety of topics about the business of writing and publishing to help creative professionals realize the full potential of their works, while encouraging respect for intellectual property and the principles of copyright. We encourage you to subscribe to the free ongoing Beyond the Book series!



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TEXT AND ACADEMIC AUTHORS ASSOCIATION

McGraw-Hill, Cengage plan to expand textbook rental programs

by Ellie Ashford

McGraw-Hill and Cengage Learning said their textbook rental programs, launched in fall 2009, have been successful so far and will be expanded.

McGraw-Hill and online textbook renter Chegg.com expect to finalize a deal to extend their revenue-sharing pilot program before August 2010, the start of the textbook-buying season, said Nathan Schultz, vice president of supply chain at Chegg.com. No decisions have yet been made about which titles will be added nor how many, he said.

McGraw-Hill's textbook rental pilot with Chegg.com began in late 2009 and included 35 of McGraw-Hill's textbooks.

While Schultz would not divulge the financial details of the arrangement, he did say that for each of the titles in the revenue-sharing pilot, Chegg pays the publisher an up-front fee for each title, plus a percentage of the rental revenue each time the book is rented.

McGraw-Hill pays a royalty to its authors for each rental based on each author's contract with the publisher.

McGraw-Hill's pilot program with Chegg.com is the first direct working relationship between a publisher and textbook rental company, but it is just a small part of Chegg's rental program. Chegg has about 200 to 300 titles available for rent, said Schultz. In general, Chegg buys titles from various publishers or from Amazon.com—just like a college bookstore—then lists them on its website as available for purchase or rent. Under this model, authors get royalties from the publisher, regardless of whether the book is sold or rented, but only on the initial sale, not the subsequent rentals.

"We are still evaluating other rental business models and how we can best participate in them," said Tom Stanton, McGraw-Hill's director of communication. "In the meantime, Chegg and all of our distribution partners are free to rent textbooks that they purchase from us or our distributors. The partnership with Chegg helps strengthen our commitment to providing students with a variety of options to obtain high-quality educational materials."

Cengage Learning's CengageBrain.com textbook rental program, launched in December 2009, currently has 1,200 titles available for rent and another 1,500 will be added in July, said Lindsay Brown, director of corporate communications. "Our goal is to make as many of our titles available as possible through our rental program," she said.

Under CengageBrain.com's textbook rental model, author royalties are based on the net rental fee and the amount of the royalty depends on each author's contract. "Our authors are compensated with each rental," she said. "This is different from the traditional

model, where our authors are cut out of the revenue stream after the initial sale."

Brown said that although it is still early in their rental program and they have no meaningful numbers to share initial responses from students, instructors and institutions have been encouraging. "From a logistical or operational standpoint, the rollout of the rental program has gone very smoothly and is absolutely considered a success," she said.

Textbook authors whose books are being included in both textbook rental programs are still unsure whether they will benefit from these programs. Some hadn't even been aware their books were available for rent until they were contacted for this article.

"No one knows yet whether an author can make more or less money on rentals."

Mark Durand, author of *Essentials of Abnormal Psychology*

TAA Executive Director Richard Hull said it's still too early to tell how the textbook rental program will benefit authors. "It is possible authors could end up gaining more royalty revenue from rentals rather than one-time sales of their books," he said. "Authors receive no compensation from the used book market, while they would be compensated every time their book is rented, which could be half a dozen or more times over the life of a book."

Michael Passer, author of *Psychology*, was unaware that his book was being rented on Chegg.com as part of McGraw-Hill's pilot project. He said he had never heard of Chegg until he was contacted by TAA for this article. "Until I get more information, I can't decide whether I support the arrangement or if it would benefit authors, students and publishers," he said.

Raymond Chang, author of *General Chemistry*, also had no idea that his book was available for rent as part of McGraw-Hill's pilot program. Chang, an emeritus professor of chemistry at Williams College, said that although he doesn't look over his royalty statements carefully, he hasn't noticed any royalties from rentals.

Estelle Disch, was aware that her book, *Reconstructing Gender*, is available for rent through Chegg.com, but doesn't know enough about the arrangement yet to say whether she supports it or not. "I was not consulted by McGraw-Hill [about renting my textbook on Chegg.com]," she said. "I talked with them and, of course, they think it's a good idea but I have no evidence on which to either support or object. I do think that if it saves students money, it's a good idea. The cost of education is through the roof and, though I'd like to pretend that my book is one of the ones they won't sell back, I think that is a delusion."

"I was told by someone at McGraw-Hill that the royalty checks would include royalties

for both sales and rentals," said Disch. "I get a statement twice a year. I have not seen the March statement yet so I don't know whether they are separating the sales from the rentals yet. I should know by next week."

Other McGraw-Hill authors whose books are being rented through Chegg.com could not be reached for comment.

Cengage Learning author N. Gregory Mankiw was aware that his *Principles of Economics* book was available for rent on CengageBrain.com, but said he has not yet received any royalties related to rentals. "I have no objection to the arrangement," he said. "As far as I can tell, the author's and publisher's goals are fully aligned here."

Mark Durand, author of *Essentials of Abnormal Psychology*, said that he was also aware that his book was available for rent on CengageBrain.com, but hasn't received a final determination on how much in royalties he can expect for 2009. "No one knows yet whether an author can make more or less money on rentals," he said.

"It's difficult to say whether students will take advantage of the opportunity to rent books," said Durand. "As a professor, I like students to have a lot of options—such as a hard cover or soft cover book, e-book, or CD-ROM as well as the choice of whether to buy or rent. Students should be able to decide what works best for them." If cost wasn't an issue, Durand said he would prefer students to have hard cover books with color pictures, especially for those books students want to keep for future reference.

"Authors would like to be compensated fairly," he said. "At the same time, we know students are struggling to pay for college. We want students to have options that are cheaper and more affordable than spending hundreds of dollars on textbooks every semester."

So far, Durand hasn't seen any big changes in the way students are acquiring textbooks. He was concerned that students would switch to e-books, but he hasn't seen a huge jump into that arena yet.

Durand is exploring more ways to create information for students. For example, he has produced 200 video clips of himself explaining various concepts. Anyone who purchases his book receives a password providing access to the video clips. He expects the iPad, which unlike the Kindle can be used to watch videos, will encourage more textbook publishers to provide video enhancements along with their textbooks.

Including video add-ons, said Durand: "provides a more enriching experience for students. The more you offer, the more value you provide."

Ellie Ashford is a freelance writer based in Annandale, Va.

Register for the last two TAA teleconferences of the season

How to Seek Funding From State Humanities, Arts Councils

Tues., Apr. 6, 1-2 p.m. EDT

Presented by Richard Hull, Former Executive Director of the Texas Council for the Humanities and Current Executive Director of the Text and Academic Authors Association

An often-overlooked source of funding for smaller projects is the state humanities council and the state arts council. Each state has an affiliate to the National Endowment for the Humanities, and a separate affiliate to the National Endowment for the Arts. Arts and Humanities are treated separately by federal funders, but it is possible that an academic author can access funds from both state sources. Roughly, the distinction between the arts and the humanities is this: if you talk about it, that's the humanities; if you do it, that's the arts!

In this presentation, Richard Hull, former executive director for the Texas Council for the Humanities, will discuss state humanities and arts council funding sources. He will try to make his discussion of the funding initiatives of various state councils specific to the interests of the participants, so when you sign up for this teleconference he will be sending

you an email asking you to provide (a) your state, and (b) a brief description of your potential project, and (c) your email address that you will use for the teleconference. He will try to address each project with respect to its own state councils' priorities, grant-making schedule, requirements, and priorities.

Writing, Procrastination and Resistance: How to Identify Your Funk and Move Through It

Tues., Apr. 20, 12-1 p.m. EDT

Presented by Kerry Ann Rockquemore, a speaker in the field of faculty development and leadership, and author of The Black Academic's Guide to Winning Tenure Without Losing Your Soul

This one-hour teleconference is for faculty, post-docs and/or advanced graduate students who:

- Feel stuck and aren't making progress toward finishing your article, dissertation, or book
- Can't seem to produce unless a deadline is looming
- Feel like everyone else in your environment is moving forward while you're standing still
- Are experiencing a sense of dread because

your third year review is around the corner and you know you haven't met your department's publication expectations

• Have recently had a critical third year review, promised yourself you would start writing more but haven't quite lived up to that promise

• Wonder regularly if you really want to be an academic


• Find yourself in a writing funk, but don't know why or how to get out of it

• Feel paralyzed because you haven't written in so long you don't know where to start

• Still can't figure out how your semesters fly by without progress on your research, writing, and publication

This teleconference will also help you learn the behaviors that lead to writing productivity, understand the factors underlying persistent patterns of procrastination, identify individual forms of writing resistance, implement concrete strategies for moving around resistance, and develop a community of support for difficult times.

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Michael Lennie

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2010 TAA Conference early registration ends May 1

Early registration for the 2010 TAA Conference in Minneapolis, Minnesota, June 25-26, will end May 1. After that date, registrations in all categories will increase by \$50.

Member registration is \$200 (\$250 after May 1) and non-member registration is \$230 (\$280 after May 1). One-day member registration is \$145 (\$195 after May 1) and one-day non-member registration is \$175 (\$225 after May 1). Register online today at https://www.taaonline.net/form/conf2010_reg_form.php

Take advantage of the special group rate this year: \$150 for members and \$180 for non-members per person (minimum group rate is five). Groups must register by mail: www.taaonline.net/2010TAAConference/2010_registration_form.pdf

Rooms at the Ramada Mall of America for conference attendees are only \$105 per night. Get the special conference rate by calling 1-800-272-6232 or 952-834-3411. Use the group code "TEXTBOOK" when you register. You can also reserve a room online at www.ramadamo.com/

The conference will feature more than a

dozen sessions, a Roundtable Discussions Luncheon, an Awards Ceremony Luncheon honoring TAA's 2010 Textbook Excellence Award and McGuffey Longevity Award winners and this year's Council of Fellows inductee, a Hospitality Networking Hour each night, and mentoring.

- Conference sessions will include:
- Tax Tips for Authors
 - Take the Technological Mystery Tour: Web Resources Authors Can Really Use
 - Open Access Electronic Textbooks and Journals
 - Google Book Settlement: Where It Stands, What It Means For You
 - How Open Licensing Improved Our

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HIGHLIGHTS:

BTAA: Stevens. TAA member Matt Stevens published *The Practical Construction MBA*, the culmination of his research about the business of construction contracting.

Editing bootcamp. Archer Editorial Services will be hosting a two-day hands-on training seminar for nonfiction copyeditors and proofreaders (or those who want to be) in Raleigh, North Carolina, April 24-25. This Copyediting/Proofreading Bootcamp will be held from 10 a.m. to 5 p.m. on both Saturday and Sunday. Register: www.archereditorial.com/bootcamp

CCC news. View news about the Copyright Clearance Center and its Beyond the Book podcasts at www.taaonline.net/news/index.html

TAA Conference. The first 30 2010 TAA Conference registrants will receive a copy of *Self-Publishing Textbooks and Instructional Materials* by Franklin H. Silverman, donated by Atlantic Path Publishing, and *Writing Your Way to Success: Finding Your Own Voice in Academic Publishing*, by Susan M. Drake and Glen A. Jones, donated by New Forums Press. The

2010 TAA Conference, "Recent Trends in Textbook and Academic Publishing," will be held June 25-26 in Minneapolis, MN. Register at www.taaonline.net/2010TAAConference/register.html

Book buy. Two of TAA member Doug Eadie's books have been added to TAA's Books for Purchase section. To learn more about or to purchase *The Blind Visionary: Practical Lessons for Meeting Challenges On the Way to a More Fulfilling Life and Career*, and *Building a Rock-Solid Partnership With Your Board: A Real-Life, Practical Guidebook for Nonprofit and Public CEOs*, visit www.taaonline.net/books/books.html#eadie

What's new? TAA members: share your news with your fellow members. Have you published a book or journal article? Received tenure? Won an award? We want to hear your good news! Fill out a Busy TAA People Questionnaire at <https://taaonline.net/form/btaiform.php>.

Member update. If you haven't been receiving *The Academic Author* each month, or any other mailings from TAA, we may not have your up-to-date mailing address. Please contact TAA headquarters at (727) 563-0020 or TextandAcademicAuthors@taaonline.net or fill out a secure online Member Update Form: https://www.taaonline.net/form/member_update.php

TELECONFERENCE Continued from page 5

TAA members can participate in teleconferences for free. All teleconferences are held over the phone. Call-in instructions are sent via email prior to each teleconference. Register at www.taaonline.net/TAATeleconferences or email kim.pawlak@taaonline.net

The following teleconferences were held in February and are now available as recordings:

- **Faculty Success: Tenure, Promotion & Merit Demystified**
- **BrandStoria: The Power Your Unique Brand Story**
- **Fresh Eyes: How Working With An Editor Can Improve Your Work**
- **Publish With a University Press: A Brief Introduction to Navigating the University Press World in Difficult Times**
- **Free Publicity: How to Create Podcasts & Digital Audio to Promote Your Book**

Download them at: www.taaonline.net/TAATeleconferences

Would you like to present a teleconference this fall? Contact Amy Westom at: Amy.Westom@taaonline.net

REGISTRATION

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Textbook and Our Careers

- Getting the Best-Looking Book: Best Production Practices for Authors
- Negotiating Publishing Contracts for Textbooks and Journal Articles
- Finding Images and Media Online: Understand Licensing and Use of the Public Domain

Should You Write a Textbook? Almost Everything You Need to Know

- Authoring Into Retirement: Too Much Invested to Quit
- Finding Our Shared Humanity in an Academic Writing Community
- Fine-Tuning Your Work: Writing, Editing & Publication Preparation Skills for Scholarly Authors

TAA's 2010 Conference Committee members are Barbara Waxer and Michael Spiegler.

GOVERNING COUNCIL:

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TAA Conference to feature Roundtable Discussions

Attendees of the 2010 TAA Conference in Minneapolis, Minnesota, will have the opportunity to participate in one of nine discussions during a Roundtable Discussions Luncheon on Friday, June 25.

Topics include:

- Sisters of the Academy Research BootCamp®: A Model for Writing Productivity
- How to Get Involved and Shape TAA's Future
- Unmasking the Mystery of Your Royalty Statement
- Editing a Collective Volume of Conference

Proceedings

- Stuffing the Channel to Foreign Markets
- Help Shape the TAA Foundation's Future
- Photographs for the Textbook
- Publishing in the School Market
- Strategies for Successful Grant Proposals
- Roundtable Discussions are 30-minute discussions of a specific topic led by a moderator. Each discussion may have up to 10 participants. This year's Roundtable Discussions Luncheon is sponsored by the Copyright Clearance Center (CCC).

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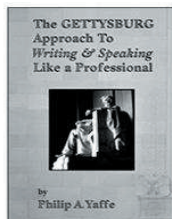
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published by John Wiley & Sons, Inc. (College
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Modern Operating Systems, 3rd ed., by
Andrew S. Tanenbaum, published by Pearson
Education-Prentice Hall (College Computer
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