

fession as a possible lifetime career will have a normal curiosity about salaries. It is too bad that with an October 1959 publication date, the salary data given in *Librarians Wanted* refer to salaries received by library school graduates of 1957, and even so are stated on the low side. ALA is quoted as saying that 1957 graduates without experience received an average of \$3,900 to \$4,200 in their first positions, and those having some experience an average salary of \$4,500 to \$4,800. Donald and Ruth Strout's careful analysis of the 1957 salaries reported by the library schools, which appeared in the June 15, 1958 *Library Journal* gives an average of about \$4,250 for graduates without experience and an average of about \$5,000 for those with some experience. It is further regrettable that the publisher's deadline for page proof apparently prevented the author from substituting the Strouts' June 15, 1959 figures for 1958: an average of \$4,352 without experience, \$5,418 on the average for new graduates with experience. At the other end of the scale, Mr. Paradis's statement that "Chief librarians of large libraries receive salaries of \$7,000 to \$12,000 or more" is oddly restrained, even as of 1957. In 1957, Edward G. Freehafer in *Should You Be a Librarian?*, his excellent contribution to the New York Life Insurance Company's series of advertisements on careers, referred to a \$3,900-\$4,200 salary range for new inexperienced graduates of 1956, and mentioned top salaries of \$17,000 for chief librarians in major cities, \$14,800 for federal governmental positions, and \$25,000 for librarians in industry. In this sensitive area of salaries *Librarians Wanted* was out of date, and surely unnecessarily so, the day it was published. This reduces still further its usefulness as a potential recruiting device, leaving librarians yet without an acceptable book-length account of their profession.

Thus in several ways *Librarians Wanted* is a disappointment despite its praiseworthy motive and its imaginative approach to its subject. With only a little more restraint in style of writing and a little more effort on the author's part it could have been a most welcome addition to the profession's recruiting literature. As it stands, librarians will wish to use it in their recruiting efforts, or to buy it for their collections, only with considerable caution, and very possibly not at all.—Robert L. Talmadge, *University of Kansas Libraries*.

Successful Exchange

A Serviceable Reservoir; Report of a Survey of the United States Book Exchange. By Edwin E. Williams. Washington, D. C.: The United States Book Exchange, Inc., 1959. 81p.

The survey, proposed by the USBE itself and financed by the Council on Library Resources, Inc., was eminently worth undertaking. Its success was practically assured by the Council's choice of Edwin E. Williams, assistant librarian, Harvard College Library, as director. Not only did Williams conduct a skillful and comprehensive examination, but (and in survey-making this does not necessarily follow) he wrote a report that can be read. His usual clear prose, flavored with wit and never muddled by jargon, leaves the reader with a precise picture.

The larger background against which this survey was made is one of declining exchange activities—particularly with regard to domestic exchange—in American university libraries. In some libraries, once-flourishing exchange sections are now one-man shows. There is a suspicion abroad that exchange is more costly than had been realized. Even if a library receives "free" the material it sends out, there is always a bill somewhere which eventually must be justified.

The surveyor flashes a bright light on one important aspect of this decline by his formulation of Williams' law: "Exchange is stimulated when personnel resources are relatively plentiful and acquisition funds are impoverished. It is inhibited by scarcity of personnel, particularly when relatively generous funds for purchase are available. Exchange is a means of converting manpower into material." He further enriches our terminology and sharpens our thinking by giving names to what he calls *surplusage exchange* and *publishing exchange*. Although the latter is not escaping thoughtful scrutiny, it is of course surplusage exchange that has declined most markedly among university libraries.

It is therefore pertinent to ask what the functions of USBE are and how well it is performing them. Williams finds that the USBE is well managed, efficiently operated, and is usefully serving both its domestic and foreign

members as a center for surplusage exchange. During 1958, for instance, it supplied 423,454 items to libraries throughout the world. It performs a valuable service not performed by any other agency, and he foresees that this deserved success will continue.

It would be even more successful but for two obstacles. The first is the difficulty of making its services known to potential users. The surveyor visited twenty-six non-member libraries and at least eighteen of these decided to join. "This was not because he wished or attempted to do so, but simply because his visit brought the facts to their attention." There are at present over eight hundred member libraries in the United States and Canada; a certain dealer in periodicals has more than five thousand libraries on his list of active accounts. Williams speculates interestingly as to whether the name itself may not have been a hindrance because each of its four words is misleading. He concludes, however, that it should remain because of usage and the very fact that it is such an odd name. This reviewer, though, would be willing to have a go at a more descriptive designation, on the optimistic grounds that the future will be longer than the past.

The other obstacle is the requirement that libraries pay shipping costs on the material they contribute. He cites the fact that of the five million pieces supplied through 1957, two-fifths came from libraries in the District of Columbia.

As to recommendations. Williams believes that the USBE should become the American national center for exchange of library surplusage, giving first priority to filling gaps in serial files. It can do more in this field than in any other to supplement the services provided both by dealers and by other exchange organizations. As he says, correctly, this recommendation calls for continuation of what is substantially existing policy rather than for any change in policy.

A large increase in membership, besides benefitting the newcomers, would enrich the reservoir and put the USBE on a secure financial base. Four-fifths of its current operating income is received from federal appropriations for foreign aid, and, while it would likely continue to exist on the domestic front even if these federal funds were stopped, "exist" is probably the right word.

To bring about an increase in membership, Williams first suggests the collaboration or affiliation of the USBE with existing exchange systems whereby members of the latter would automatically become members of the USBE. Each of these exchanges should continue to exist, but their usefulness would be enhanced. Each has a residue of material offered and of wants unfilled that might be passed on to the national reservoir. His Appendix B, "Organized Exchange Systems in the United States," is a helpful and probably unique directory of six national exchange systems containing regulations, names, addresses, and other useful data.

He next proposes local and regional duplicate clearinghouses. Surplusage from libraries of a metropolitan or larger region would be assembled in one place which would be visited regularly by a USBE representative who would sort out what was worth shipping to Washington. This would eliminate needless shipping and, carrying the plan one step further, would give local librarians a chance to fill their needs before the material left the region. These local clearinghouses, depending on the needs of their respective areas, might range in complexity from simple collections of duplicates shelved chronologically as they arrived to something much more elaborate, such as branches of the USBE. Williams advocates trying out several possibilities.

Finally, he urges a comprehensive public relations program designed not only to attract new members but to increase business with the old. He is fertile in ideas along these lines, but only two will be mentioned here. The reviewer applauds the suggestion that exchange "credit" should be de-emphasized to the extent that a member library "be asked to promise only that it will not throw out or pulp publications that are believed to be wanted by the USBE." The question of who should pay for shipments to Washington cannot be settled so easily. Williams believes that libraries willing to list material so that the USBE can make its own selection, as well as those willing to sort according to the USBE's specifications should be relieved of shipping costs. Sorting before shipping is more attractive than list-sending, but even with a greatly expanded public relations program it might be difficult for the USBE to convey to its members the large and change-

able body of knowledge needed for precise sorting. No single reform, however, would do more to enhance the attractiveness of the USBE than the elimination of these shipping charges.

To finance experiments in the three broad areas of his proposals, Williams recommends that the USBE seek a foundation grant which would cover a period of not less than three years. He sees some indication that local foundations may be interested in starting local clearinghouses.

It seems to this reviewer that to become effective the clearinghouses will have to overcome two obstacles. One is the inherent transitoriness of interest in local bibliographic undertakings. A few enthusiastic individuals can carry an enterprise for a time, but often the base is too small to supply successors. Local union catalogs and bibliographic centers have not always fulfilled early hopes, but the National Union Catalog goes from strength to strength. Linked with this, of course, is the problem of finances after foundation help is ended. Aside from the need for a minimum of business, there might be complexities in financial administration. Williams is of course quite aware that, "clearinghouses will obviously have no chance without genuine and continued local support." On the positive side, he cites the interest of the Dallas Public Library when the idea was broached there; an interest so active that work was begun immediately setting up such an enterprise. The whole concept of course deserves the most serious consideration and the Dallas experiment and any others that get underway merit close attention.

The eight useful appendixes include not only supporting information but also interesting lesser recommendations. Appendix C, for instance, answers questions many of us had concerning internal operations but one is not reassured to find twenty-two items under the heading "Files and Ledgers." These may be justified, but an office management analysis might be coupled with the cost analysis of each USBE operation which Williams wisely recommends.

The USBE's achievement has been remarkable. It is rather impressive to consider the heavy traffic in vast quantities of material of little or no commercial value. It is a librarians' achievement. We are indebted to Williams for showing beyond doubt that the

USBE is fulfilling a necessary function performed by no other agency, and for showing ways in which that usefulness can be greatly expanded.—*Ian W. Thom, Princeton University Library.*

Academic Procession

Academic Procession; Reflections of a College President. By Henry M. Wriston. New York: Columbia University Press, 1959. 222p. \$4.00.

Academic Procession provides a more penetrating insight into the college presidency than most books on that subject. It is authoritative and articulate, written in an engaging and readable style, and is based on the author's experiences and observations gleaned during more than thirty years as an extremely successful college teacher and administrator. The author's extensive knowledge of all things academic, his understanding of human nature, his dynamic personality, his vision and forcefulness are evident throughout the book. His story is that of a high-principled man who has the courage of his convictions and who would resign rather than compromise on an issue which he knows to be right. In reading this volume one readily understands why the author was so successful as a college and university president.

Dr. Wriston writes of his dealings with trustees, faculty, administrators, students, alumni, and the public. In working with these contacts he had many rewarding experiences and he also encountered many trying problems. The manner in which he met and solved these issues has meaning for all college or university administrators. The librarian has to work closely with many of these same groups and, by learning how the author dealt with the various situations, he can obtain ideas which will aid in the solution of some of his problems. For example, Dr. Wriston's experiences with the trustees provide points of view which may be of value in working with the library committee. Therefore, although this book was not written expressly for librarians they can learn much from it.