

copious footnotes to each chapter, the lengthy bibliography, and the detailed index support this assertion. The generous use of quotations almost suggests "a reader" on the university, but as Ross himself notes, "there is far too much of the author's own words and analysis to permit such a designation." Still, many of the great names are here—Trevelyan, Haskins, and Armytage; Ladd and Lipset, Fritz Machlup, L. R. Veysey, Christopher Jencks, Amitai Etzion, Daniel Bell, MacGeorge Bundy, and Clark Kerr, to name a few—and they are all well used by Ross.

Librarians will look in vain for direct references to libraries or books, but neither is there any mention of computers or non-print media. Ross is not concerned with facilities and services, nor with any of the material aspects of university life. He does not discuss athletics, and he barely mentions the financial side of the academic coin. His concern is with students and professors and the issues that unify or divide them. His concern is with issues that challenge or threaten the university. And his

concern is with the successes and failures of universities and with their past accomplishments and future opportunities.

For all his pains where, finally, does Ross arrive? What does he see ahead for the university? He sees an absolute necessity for the university to clarify its purposes, to establish an effective structure for governance, and to set goals which society will perceive as valuable and supportable. Only then will *esprit de corps* be restored to the academic enterprise.—John P. McDonald, *Director of University Libraries, The University of Connecticut.*

Young, Harold Chester. *Planning, Programming, Budgeting Systems in Academic Libraries: An Exploratory Study of PPBS in University Libraries Having Membership in the Association of Research Libraries.* Detroit: Gale Research, 1976. 227p. \$15.00 (LC 76-10667) (ISBN 0-8103-0264-0)

This volume is a descriptive account of planning, programming, budgeting systems (PPBS) in academic libraries just as the

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title states. It is an elementary text of the subject primarily for those without any background or experience in PPBS. The initial part of the book contains many good definitions of terms that relate specifically to PPBS and to budgeting in general. The sections that deal with "Problems and Issues Found in Governmental and Business Literature Relating to PPBS" and the one on the history of academic libraries add little, if anything, to the primary scope of the book.

The book is actually divided into two parts. The first consists of the background materials already noted while the second consists of five case studies of ARL members chosen because "each had a member of the administrative staff to whom had been delegated the specific authority and responsibility for implementing PPBS." The case studies consist of summaries of interviews held at each of these institutions. Each interview is noted separately with a brief summary of each case study.

There are general conclusions drawn basically from the case studies. In addition, there are appendixes including copies of the several questionnaires utilized in the study.

A book on PPBS for academic libraries should have its place in the literature of the field. Unfortunately, this one begins with promise but ends up with little of real significance.

Specifically, there are some problems with the book. On page one there is a mistake in fact (ARL libraries all have over a million volumes), and in several other places there seems a real naivete about the subject matter (e.g., "that because of the size of their parent organizations, these libraries are more visible to state legislatures or other funding authorities" p.64). It would be difficult to prove this since many of the best known academic libraries are in relatively small institutions. The same is true for many other assumptions similar to this example.

The unfortunate flaw in this book lies in the case studies. The approach taken was to interview several people at each of the five institutions and to summarize each interview. The information in the several interviews is not tied together except in a brief summary statement. Especially in the

more detailed case studies, had the data been presented as a united whole rather than in four or five parts, it would have been more meaningful. As it is, there is often conflicting information as to what happened and how it happened, and no attempt has been made to indicate what effect these different interpretations had on the effect of PPBS.

One shortcoming which could have been avoided was the use of dated material. The study was written in 1972, and no published information after that time is included. For the case studies it would have been possible to update the information before its publication in 1976. This might have provided more complete information since some of the institutions should have fully implemented PPBS by that time. Four-year-old data are not as significant as a one-to-two-year time lag.

In the general conclusions, the author again passes up an opportunity to draw conclusions from the data presented. Instead, the conclusions are really a summary. After reading the book, one does not really know if PPBS is a viable system for libraries. Of the seven basic inquiries of the study there is no conclusion drawn about any: What effect does the formulation of goals and objectives have? What is the impact of PPBS upon organizational structure? Had these questions and the others raised been answered, the study would have had more meaning.

The main value of the book lies in its elementary description of PPBS and the new data presented in the case studies although each reader would have to reach his or her own conclusions. The book will have its place in library literature but perhaps not as close to the top as might have been desired.—*Irene Braden Hoadley, Texas A&M University Libraries.*

A Plan for Cooperative Action. Final Report, Long Range Planning Committee of the Library Council of Metropolitan Milwaukee. Coordinated and edited by Susan Keller. Milwaukee: Library Council of Metropolitan Milwaukee, 1976. 78p.

The goal of the Library Council of Metropolitan Milwaukee, an organization made