providing access to information for a fee and that libraries "may find it difficult to compete in ease of use or speed of response unless they become highly effective managers of technology."

In the remaining chapters, filled with examples and quotes from the literature and the author's experiences, the manager is alerted to the steps in the planning process (define, analyze, synthesize, evaluate, and iterate); the need to train staff; the political requirements to sell the system of choice; failures and pitfalls of automation; and the manager's role. There is a brief glossary of automation terms, a very selected reading list, and a list of selected sources for automated products and services.

The guide is very general, organized like a handy shopping list of topics with a brief description or list of things to remember under each. There are shortcomings, however, which must be noted.

First, the inevitable complexities, alternatives, and combinations in automation decision making are lost in the effort to simplify, list, and report in a telegraphic style. For example, the possibilities of combining minicomputer applications with network use or in-house systems are not addressed in favor of discussing each as discrete options.

Second, the discussion of the management process is so abbreviated as to leave the novice unsure of what to do, especially in the requirements and problem definition phase.

Third, the information about current vendors and services will become outdated quickly, given the rapid pace of development.

Fourth, the guide frequently advises using consultants because library managers cannot, should not, or do not master some of the complexities involved in automation decisions or implementation. The reviewer appreciates the role of consultants but suggests that library managers are appropriately becoming increasingly sophisticated consumers and managers of technology and should be encouraged to continue in this direction.

The appropriate audience for the guide is the inexperienced librarian/manager or the interested nonlibrarian. Others will find it incomplete and less useful.—Eleanor Montague, University of California, Riverside.


Libraries today are faced with two momentous prospects for 1981—the closing of the Library of Congress catalog and the adoption of the Anglo-American Cataloguing Rules, second edition. Consequently, librarians must decide whether or not to close their own catalogs in order to adjust to these changes. Such decisions are made on
the basis of information, primarily in the form of conferences, journal articles, and books. Two of the newest sources for librarians are The Nature and Future of the Catalog and The Future of the Catalog: The Library’s Choices.

The Nature and Future of the Catalog contains the edited proceedings of two American Library Association-sponsored conferences: “The Catalog: Its Nature and Prospects” (1975) and “The Catalog in the Age of Technological Change” (1977). These papers are especially valuable to readers in that they represent the thoughts of eminent individuals in the field of cataloging, including Seymour Lubetzky, Joan K. Marshall, Frederick G. Kilgour, Sanford Berman, and Michael Gorman. The work is further enhanced by transcripts of audience discussion appended to each presentation. One can therefore, according to the editors, “relish with some degree of verisimilitude the excitement and stimulation created by these institutes and such colloquies as the Kilgour-Lubetzky exchange” (p. vii).

The subject for the 1975 conference is “The Catalog: Its Nature and Prospect”—its past, present, and possible future. The highlights of the conference were talks by Lubetzky, Marshall, and Kilgour. Lubetzky’s “Ideology of Bibliographic Cataloging: Progression and Retrogression” is a description of past and present cataloging theories and their conflict with the first edition of AACR. Marshall’s paper, “The Catalog in the World around It,” deals with Library of Congress subject headings and how they conflict with the needs of nonresearch library users; many headings were found to be misleading and outdated. Kilgour describes the format and use of the automated catalog in the “Design of Online Catalogs.”


Although these lectures took place five years ago and precede such developments as AACR 2, the Research Libraries Information Network, and the closing of the Library of Congress catalog, they remain timely and recommended reading.


Additional papers presented are Gorman’s “Cataloging and the New Technologies,” a study of the impact of automation on cataloging services; Lubetzky’s “The Traditional Ideas of Cataloging and the New Revision,” an analysis of ISBD versus Charles Cutter’s idea of the catalog; Joseph H. Howard’s “The Library of Congress as the National Bibliographic Service,” the effect of the Library of Congress’ policies on the nation’s libraries; Berman’s “Cataloging for Public Libraries,” a treatment of the cataloging interests of public libraries; and Anne Grodzins Lipow’s “The Catalog in a Research Library and Alternatives to It,” a study of the catalog and research library patrons.

Those deciding what alternative catalog form to use may consult The Future of the Catalog: The Library’s Choices, a readable though slightly overpriced book. The work, which can serve as an introductory text, presents an overview of the catalog and the effect of automation on cataloging. Each chapter is well documented, and a five-page bibliography appears at the end of the book. The work is divided into six sections in addition to an epilogue and introduction: “Traditional Catalog Forms,” “Machine-Readable Cataloging Data,” “Computer-
Supported Catalogs," "On-Line Interactive
Catalogs," "Comparison of Catalog Altern­
vatives," and "Implementation of Catalog
Alternatives."

"Traditional Catalog Forms" is an analysis
of the catalog's objectives, treating theories
of Lubetzky, Charles Jewett, Charles Cut­
ter, and Thomas Hyde, plus a discussion of
the advantages and disadvantages of tradi­
tional catalog forms. "Machine-Readable
Cataloging Data" describes the Library of
Congress MARC format, ISBD, authority
control, and the major networks, OCLC,
RLIN, and WLN. "Computer-Supported
Catalogs" deals with alternative catalog
forms such as the automated book form
catalog system, printed book catalogs, and
COM catalogs. "On-Line Interactive Cata­
logs" is a study of the automated catalog
and how it may be accessed. "Comparison
of Alternative Catalog Forms" and "Imple­
mentation of Catalog Alternatives" present
the problems involved when a library closes
its catalog and chooses alternative forms. An
especially valuable aid is a hypothetical cost
analysis for each catalog form.

The Nature and Future of the Catalog
and The Future of the Catalog furnish li­
brarians with needed information on how to
manage the coming changes in catalog for­
mats. The volumes complement each other,
offering different points of emphasis to read­
ers. It should be stressed, however, that
these works only scratch the surface in re­
gard to the catalog's future. Librarians are
advised to make a thorough study of the
literature available. Nevertheless, both
volumes are recommended for purchase by
libraries. They will be useful additions to a
much needed collection on the future of the
catalog. —Lucy T. Heckman, St. John's Uni­
versity, Jamaica, New York.

Saffady, William. "The Economics of
Online Bibliographic Searching: Costs
and Cost Justifications," Library Technol­
(Available from American Library Assn.,
50 E. Huron St., Chicago, IL 60611.)

The first, and longest, section of this
report lays out the cost components of an
on-line search service in a library and, by
making some not unreasonable assumptions
about volume of traffic, salaries, and over­
head, etc., attempts to build up a model of
the true and complete costs per search.

The second section uses concepts from
value engineering to give an overview of
the main arguments that can be employed
to justify those costs. Either the on-line ser­
tice must produce greater efficiency com­
pared to the same task (bibliographic
searching by librarians) performed in the
old way, or it must be justified by its provi­
sion of added value, in the form of en­
hanced library service to patrons. The re­
port deliberately does not address the ques­
tion of how the costs of on-line services
might be met (the fee-for-service issue).

To juxtapose the costs of an on-line
search against the costs of a manual search
is, of course, to enter dangerous waters.
First, a regular search service encompassing
from 250 to 1,000 manual searches per year
was not a feature of life in most libraries—
not even in most libraries which did adopt
on-line services when they came upon the
scene. And, second, when performed at all,
such a manual bibliographic searching ser­
tice was not often rigorously accounted for.

Thus, even though Saffady is careful to
use the same assumptions for costing out a
manual operation as he does for the com­
puterized version, his model inevitably
starts to sound somewhat artificial. How­
ever, this is more a reproach to traditional
library accounting practices than to the au­
thor's determination to pursue his compari­
sion to a logically consistent conclusion. Not
surprisingly, the on-line search is shown to
be less expensive than its manual equivalent
would have been—between 37 and 42 per­
cent, on average.

As long as such figures are used only as
ratios, for comparison against each other,
they are unexceptionable, although minor
discrepancies might be argued over. When
the author attempts to use the on-line cost
figures as real numbers, to be compared
against the real cost of subscriptions to
printed periodical indexes, then it seems to
me the methodology becomes questionable.

Appendix C is presented as a type of de­
cision table, based upon dividing the annual
printed subscription cost by the cost of an
on-line search, to yield an approximate
number of uses per year below which the