

seemed to be with it, as it reflected some specific focus of their operation not captured by a more generic term.

Despite the inclusion of automation in the subtitle, there is not great emphasis on this aspect of library/information work in the report. The questionnaire asked about current usage and desire to automate, but readers are left to draw their own conclusions about its future impact.—*Charlene Renner, Iowa State University, Ames.*

Chen, Ching-chih. *Zero-Base Budgeting in Library Management: A Manual for Librarians*. Phoenix: Oryx Press, 1980. 290p. \$27.50. LC 80-12055. ISBN 0-912700-18-1.

The author, who describes herself as neither advocate nor detractor of zero-base budgeting (ZBB), has addressed her work to library managers who seek information about this recently heralded theory/process, "to decide whether ZBB can be a meaningful and suitable process for them in planning, budgeting, evaluation, and control." Portions of the material presented were developed for institutes on ZBB directed by the author in 1978.

Following a section on "Fundamentals of Budgeting" (ten pages), Chen offers general background (eight pages), and some thirty pages of more detailed explanation of the special elements (e.g., "decision packages") of ZBB. She concludes the narrative section of the book with a short chapter (four pages) on advantages and disadvantages of ZBB, and then six pages on "Managing ZBB and Its Implications for Library Managers." Most of the remainder (some two hundred pages) of the book is taken up with examples, almost entirely reproductions of both blank and completed ZBB budget documents from three special libraries: a state library, two medium-sized university libraries, and one college library. A glossary, bibliography, and index complete the volume.

The fundamental weakness of the work stems from its origins as a collection of material intended for use in an institute, where an instructor or leader can provide both context and answers to questions. The book is wanting—certainly as a "manual"—in that both the general discussion and the examples of ZBB applications are presented without

context or the critical analysis and commentary needed by many readers, especially those not well versed in budgeting issues. A more substantive review of general budgeting principles and theory (more than one paragraph to describe program or performance budgeting, for example) would have strengthened this work considerably. Fewer examples, with explication of and fuller commentary on the details of library applications of ZBB would have been most useful. Numerous stylistic, and some grammatical, lapses also suggest haste in editing and production.

While references to other works on ZBB are many and valuable, all but a scattered few date from ZBB's halcyon period of 1975-77. There are more recent and useful comprehensive analyses of ZBB, such as Hammond and Knott's *Zero-Based Look at Zero-Base Budgeting* (published in 1980), that the librarian-manager should consult.

This would be an appropriate acquisition for larger library-science collections, but, especially at the quoted price, it is not recommended to others.—*William J. Crowe, Ohio State University Libraries, Columbus.*

Boss, Richard, and Raikes, Deborah. *Developing Microform Reading Facilities*. Westport, Conn.: Microform Review, 1981. 198p. \$39.95. LC 81-3963. ISBN 0-913672-09-2.

The latest volume in the Microform Review series in library micrographics management, *Developing Microform Reading Facilities*, is magazine sized, with lots of photographs and not much text, considering the size. The price, moreover, is a rather steep \$39.95. Nonetheless, the information it contains is accurate, complete, well illustrated, and certainly useful to anyone contemplating designing a microforms-reading area. It is clear that the authors have had "hands on" experience with microforms and know whereof they speak; their recommendations are both practical and reasonable.

The book is divided into five chapters, plus an introduction and a conclusion. The first three chapters discuss the various microformats and such things as reduction ratios, silver versus nonsilver film, and the physical care of microforms. Other topics covered in these chapters are locating and preparing a

site for a reading area (with attention to heating and lighting requirements); desk- and table-space needs and room arrangements; and selecting and maintaining microform equipment, including a detailed discussion of microform cameras and film processing for in-house work, as well as the usual readers, printers, and microfiche duplicating machines.

Successive chapters deal with storage equipment and training and orientation of staff. The chapter on storage equipment provides a thorough discussion of all the different types of cabinets, boxes, panels, and stands that can be used to accommodate microform, with emphasis on the desirability of each in open- and closed-stack collections. In terms of new material, the most significant chapter in the book is on training and orientation of staff and student assistants. While most librarians would recognize the need for staff training in the use of microforms, it is probable that few have devised a detailed program for accomplishing this goal. The excerpts from the Princeton program along with the other suggestions for user orientation are very fine. Wisely, the conclusion comments on the existence of video-disk technology, but offers the opinion that it will be some time before video disk will replace microforms in libraries.

On the whole, this handbook presents sound, practical information. Much of it is not new information, but the book's usefulness is enhanced by the many accompanying photographs. There is a complete bibliography, a glossary of microform terms, and an index, which make it a good reference point for newer microform librarians. —*Jean Walter Farrington, University of Pennsylvania, Philadelphia.*

Slote, Stanley J. *Weeding Library Collections—II*. Littleton, Colo.: Libraries Unlimited, 1982. 198p. \$21.50. LC 81-20724. ISBN 0-87287-283-1.

This edition adds little to Slote's 1975 edition. The first eight chapters are identical, with only a few new literature references added. As before, Slote advances "shelf-time period" as the objective variable which should be used to predict future use of any given volume. Shelf-time period is the length of time a book remains on the shelf between

successive uses. The new material describes how to select a method for weeding and gives detailed instructions for each possible method.

The method selected depends upon the library's circulation method. Slote details each circulation method, giving sample forms, and how to identify a core collection satisfying a given percent of user requirements. Where permanent circulation records already exist (e.g., charge slip or book cards), a sample of these is analyzed to determine the shelf-time period to be used as the cutoff period for removal of titles from the shelves. Where records do not exist (primarily in transaction card or computer systems), the spine dotting method is recommended. Spine dotting can also be applied to noncirculating materials.

It is interesting that Slote considers only (1) identification of titles to be weeded, and (2) their removal from the shelves as weeding. As to adjusting the card catalog (the only type of catalog mentioned), the author states that he is not adverse "to leaving the cards representing weeded works in the catalog" (p.166). He does not state whether or not he is in favor of marking the cards to indicate that a title has been withdrawn (to be discarded or stored), and his methods do not include any mention of adjusting the library's catalog or any other records. He questions the necessity of an accurate, up-to-date card catalog in a nonresearch library.

Slote devotes scant attention to the difficulties of weeding a large academic collection (one page) or special libraries (one-half page) although, in the literature discussed, he does include a review of work done in university collections that support shelf-time period as the best predictor of future use. He does state that his methods are applicable in university libraries and that the weeded titles should be removed to secondary storage. (How the user is to know that they are there is not mentioned.) He does not address the fact that special libraries, which are characterized by in-depth collections in a narrow subject field or format, can often find little to weed, and that what is weeded must most often be discarded, rather than stored.

Although it is nowhere stated as such, Slote seems to be addressing only the weeding of monographs and does not mention the