

tivities are worth reading. J. P. Wilkinson has written a thought-provoking article "Subject Divisionalism: A Diagnostic Analysis," which stresses the value of division by subject (for patron convenience) as opposed to division by form (for library convenience). He suggests that a subject-oriented organization of library services would revitalize librarianship. "Toward a Reconceptualization of Collection Development" by Charles B. Osborn is an interesting philosophical article concerning the evolving role of collection development as it becomes collection management and responds to the demands of technological change. The two key concepts that emerge in the new conceptualization are the ideas that collection development is a system (a dynamic whole composed of flexible, interchangeable parts) and that it is a decision-making process (the learning experience which drives the system).

On a practical level, Richard G. King, Jr.'s, research, "Deterioration of Book Paper," provides the library manager with a procedure for studying his/her own collections but more importantly provides data from the work already done with the massive University of California system, which should indicate for any library where the greatest danger to their collections occur. Deanna B. Marcum gives a good overview of existing programs and a good summary of the critical management issues facing library education in "Management Training for Research Librarianship." A weakness of the essay is that it is descriptive rather than prescriptive and is tied too closely to the current programs.

The last three essays all seem rather tangential to the operation and administration of libraries and out of place in the volume. Michael B. Binder's report on "Videotext Development in the United States" is a general primer on the video text industry, but only references to OCLC tie it to libraries, and the author reports only the status of the industry and does not suggest how libraries might be affected by these developments. "Satellite Cable Library Survey" by Mary Dieber is much too technical in its description of the surveys and does not provide much information that would be of interest to li-

brary managers. Finally, Michelle M. Reid's lengthy bibliography, "A Preliminary and Selective Survey of Two Collections of Juvenilia in Florida," belongs in a source where it would come to the attention of those library scholars interested in children's literature.

This series has potential to contribute to the library administration literature, however, to do so it must find a clearer focus. An annual which reviewed advances in library management, but eliminated the extraneous material found in volume 2, would be a worthwhile investment, especially if it could be priced somewhat more reasonably.—Dale S. Montanelli, *University of Illinois at Urbana-Champaign*.

The Management Process: A Selection of Readings for Librarians. Ed. by Ruth J. Person. Chicago: American Library Assn., 1983. 423p. \$20. LC 83-3788. ISBN 0-8389-0381-9.

In this book of readings, Person has attempted to bring together articles and parts of books that are both descriptive of management processes and prescriptive of ways to enhance such processes and that provide information about new approaches and future trends in these management areas. The former is achieved but not the latter. The twenty-four articles (thirteen from management literature and eleven from library literature) are interesting and both descriptive and prescriptive in nature. The seven chapters: Management in the Library Setting, Decision Making & Planning, Control, Organizing, Communicating, Staffing, and Directing touched on most management processes, though budgeting or financial planning are least effectively covered.

Given the date of the book (1983), I would have preferred seeing more recent articles included. The three most recent articles were dated 1980 with the rest being from the 1970s except for one from 1967. A number of the articles mentioned in the additional readings sounded very interesting and future oriented. New approaches and future trends could have been more evident through the inclusion of such items as "Quality Circles, a Tool for the '80s" and "Library Managers: Can

They Manage? Will They Lead?"

The physical make-up of the book needs more attention. Better use of the space, consistency in starting sections on a new page, and placement of notes with their respective sections would make for a much neater publication. Complete citations for the items listed in the Additional Readings should be provided somewhere. Librarians are always telling users to get the complete citation—date, pages, volume, etc., and yet we do not follow our own very good advice. In order to establish a frame of reference for what the authors are saying, some information about their backgrounds is necessary. A list of contributors and their affiliations would be helpful.

These problems aside, this book does provide a good collection of readings, especially for library science students. Students barely have enough time to keep up with the library literature much less with management literature, so exposing them to a few choice tidbits may increase their awareness and appetite for such information. It would have been useful to have had such a book when I was in school. Librarians who have not read much management literature (either library or general) will find a basic, understandable introduction to the various aspects of management in this collection. I found it an informative book for that purpose but not for insight into future trends or new approaches, for it is too solidly based in the past.—*Neosha A. Mackey, The Ohio State University Libraries, Columbus.*

Austerity Management in Academic Libraries. Ed. by John F. Harvey and Peter Spyers-Duran. Metuchen, N.J.: Scarecrow, 1984. 296p. \$25. LC 83-14428. ISBN 0-8108-1648-2.

The Academic Library in Times of Retrenchment. Ed. by Colin Harris and Lesley Gilder. London: Rossendale, 1983. 110p. £11.50. LC 83-126993. ISBN 0-946138-02-8.

Austerity Management in Academic Libraries consists of fifteen essays that are intended to document recent library fiscal problems, stimulate management thinking, describe approaches that have been

successful in eliminating problems, and encourage service priority rethinking. Topics covered include fund-raising, intracampus cooperation, interlibrary coordination, negotiation skills, objectives management, standards, cost-benefit analysis, productivity, automation, building planning, and statistical data collection and analysis. The editors have written the lead essay entitled, "The Effect of Inflation on Academic Libraries." It is excellent analysis based primarily on published data such as the higher education price index, ARL and NCES statistics, and other sources that focus on the effects on personnel and materials acquisitions.

Two other essays worthy of note are those by Nitecki and Novak. Nitecki argues in his article on creative management in austerity that it is most important to determine what objectives the library is trying to meet and the resources needed to meet the objectives; where the library will be in the future; and what ought the library's objectives and operations be in five years. He also stresses the need for relevance and effectiveness. Novak describes an approach to planning for economy and quality. She discusses building design, construction, and equipment examples which can be considered in order to achieve economy. The planning process she outlines for gathering and analyzing relevant information for facility expansion or change, equipment, and design construction is especially useful.

The remaining essays, especially those on fund-raising, management by objectives, cost-benefit analysis, standards, and statistics are primarily introductions to or reviews of topics that have been dealt with quite adequately elsewhere. Thus, while there are several worthwhile articles in this volume, much of it consists of review articles of topics better covered in other essays or monographs.

The second book, *The Academic Library in Times of Retrenchment*, presents the proceedings of a 1982 conference in England sponsored by the Library and Information Research Group. The presentations provide an excellent review of the current state of British academic libraries and the implications of retrenchment in academic