the product presented here seems to show that the doctors and saints of this event, like Omar of yore, went out by the same door where in they went.

Nevertheless, there is plenty of worthwhile reading in this book for academic librarians who take their profession seriously. The six background papers that fill most of the pages provide, collectively, a treasure of carefully considered, even inspired, organization and interpretation of information bearing on the future of universities and their libraries. The papers are by three university presidents: William Gerberding (University of Washington); John Brademas (New York University); and Steven Muller (Johns Hopkins University) and three vice-presidents: Gerald Stevens (Yale); William Schaefer (UCLA); and Howard Resnikoff (Harvard). Their presentations overlap in scope, but they focus on different aspects of the outlook for universities: economic and political environments, future student population, information technologies and their impacts, and prospects for academic programs and organizational structures.

The panorama suggested by this group of presentations is one in which we will see universities adapting, perforce and clumsily, to: continuing technological and social revolution, fairly static instructional volume and older students, proportionally more foreign students, uneven progress in accommodation of minorities, unlikely restoration of generous government support for students or institutions, growing demand for vocational instruction, shrinkage in areas of liberal arts and social science, aging faculties, competition from commercial providers of vocationally oriented instruction, increased cooperation with industry as a way of securing support, increased conflict of interest between faculty and institution, and slowed growth of basic scholarship and research. Universities will need to revise dramatically their instructional methods and adapt their organizational structures in order to coordinate broad information activities based on technology. Academic libraries, if they are perceptive and adaptable, can avoid sliding into irrelevance by becoming the multifaceted information hub of the emerging university. These prospects, and what can be done about them by universities and libraries, are elaborated to different degrees in the several papers.

So far, in the passage of time since original presentation of these papers, no important surprises or omissions have turned up to diminish the authors’ credibility. Their insights are of the kind that trigger creative thinking about useful courses of action for education and academic librarianship.

Readers must depend on their own ingenuity for integrating related passages from the several papers. Expect no help from the subject index, which is vapid and usually fails to link discussions of similar concepts when the speakers used different phraseology or contexts, but the name index could conceivably help some readers.—Ben-Ami Lipetz, School of Information Science and Policy, State University of New York at Albany.


In his preface to Index to Festschriften in Librarianship, J. Periam Danton characterizes festschriften and provides the basis on which to judge this genre. A festschrift is meant to honor “a more or less distinguished individual” with a volume of contributions “by the honoree’s friends and colleagues who are also usually prominent in their fields,” and to have lasting significance. A biography of the honoree is usually present; a bibliography of his or her work is always present. Danton adds, however: “In the field of librarianship, at least, there is a considerable number of works in which both are lacking. Indeed in a few Festschriften there is no indication whatever, either on the title page or in the preface, introduction, dedication, foreword, text, or appendix—of who the honoree is, where he was active, or in what field!”

The compilers of this volume have not
been quite so neglectful, but readers must
look elsewhere for both a biography and a
bibliography. This is a pity, because Wil­
liam F. Welsh’s career at the Library of
Congress, which now spans thirty-nine
years and is far from over, is incomparable
in the annals of American librarianship for
its impact and vision. One or the other
would have added to the lasting qualities
of this volume.

In 1970 Danton lamented the absence of
bibliographic control accorded festschrif­
ten and the resulting obscurity of the con­
tributions. Practice has not changed. Un­
fortunately, only the few serendipitously
blessed will be able to find the provocative
and stimulating thoughts embedded in
this volume, thoughts contributed by
some of the most eminent and distin­
guished practitioners of and thinkers
about international librarianship, whose
life work is dedicated to making knowl­
dge accessible. William O. Baker, of
AT&T Bell Laboratories, observes that the
information age is unlike previous “ages”
that were rooted in natural phenomena, all
of which exist independently of hu­
mankind. Products of the information
age, in contrast, are artifacts of the human
brain and only partly, if at all, derived
from natural phenomena (p.9). Martin M.
Cummings, director emeritus of the Na­
tional Library of Medicine, concludes that
“The Library of the future should serve as
the principal node in the information sys­
tems of universities” (p.40). Franz George
Kaltwasser provides an absorbing per­
spective on the development of German
libraries and points out the contrasting na­
tional library philosophies. The Library of
Congress, for example, allows individuals
unhindered admission but is basically a li­
brary of reference only. European li­
braries, on the other hand, restrict admis­
sion but lend their materials freely. In
Germany, the lack of a national library
and the existence of a liberal interlibrary
loan policy led to the planning and devel­
opment of union catalogs that were to
compensate for the lack of a national li­
brary. Hermann Liebaers’ overview of Eu­
ropean research libraries is written with
insight and charm. Some contributions,
such as Elsa Granheim’s “Special Prob­
lems of Libraries Serving a Linguistic Mi­
nority: The Norwegian Experience,” may
appear too specialized but do present gen­
uinely interesting and thought-provoking
problems.

The view of international librarianship
presented in this volume, perhaps not
surprisingly considering the nature of the
genre, favors developed countries,
English-speaking countries, and western
European countries. The exceptions are
Kenya and the USSR. Most of Africa, and
all of South America, Asia, and the Indian
subcontinent are absent. Also, the past
and the present loom larger than the fu­
ture in the majority of the papers. A more
accurate title might have been “Aspects of
International Librarianship Today and
Day After Tomorrow.”

The compilers might have taken more
care. How can it be that we who spend so
much time describing books do so poorly
at making them? Copy editing might have
been better. The typos are many, but have

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a certain international flavor: "about 66% of the total working populations ist doing information handling services" (p.13); and "National Library of Medicine" (p.108). An index would have been useful. And so would a foreword acknowledging the fifteen contributors by title and providing some context about the preparation of this work. The book was presented to Welsh at a special reception sponsored by the publisher, K. G. Saur, during the Fifty-first Council and General Conference of the International Federation of Library Associations and Institutions (IFLA) in August 1985. Was this festschrift prepared especially for this event?

Honoring Bill Welsh requires no justification, of course. The wonder is that honor isn't done more often. His achievements should be more widely acknowledged and appreciated outside library circles. This book is a fine tribute.—Nina W. Matheson, William H. Welch Medical Library, Johns Hopkins University, Baltimore, Maryland.


This is another quality and timely product of the prolific McClure publication factory. The team of Keith Harman, director of the Office of Educational Grants at Southeast Missouri State University, and Charles McClure, associate professor in the School of Library Science at the University of Oklahoma, has produced a "theoretical treatise and a desktop handbook" to assist sponsored-project administrators in their understanding and use of strategic planning and information management techniques.

As the premier volume in the new Greenwood Press series, Emerging Patterns of Work and Communications in an Information Age, the work focuses on establishing a conceptual framework for core organizational and management concepts—systems theory, strategic planning, boundary spanning, organizational culture, contingency management, organizational role and information management—and on outlining the key elements of the strategic planning process and of decision support systems. What distinguishes this treatment of these now very familiar concepts and techniques is the effective and essential link drawn between information resources management and strategic planning and the focus on administrators working with grants, contracts, and cooperative agreements supporting research and development projects.

The authors recognize that significant changes are taking place in the grants environment, as the interests and support levels of federal agencies, foundations, and corporations shift dramatically. They also note that the role of the project administrator in many organizations has expanded from management of single projects to organization-wide responsibility for sponsored-project performance. These developments demand new approaches and the promotion of a "planning culture" characterized by effective information identification, acquisition, organization, evaluation, and dissemination.

The central premises are summarized early in the volume, on page 52: "through a decision support system, sponsored project administrators may arrange and interrelate the information-processing mechanisms and tools needed to provide timely, valid and reliable information. . . . Boundary spanning offers a means by which sponsored projects administrators may communicate relevant information regarding sponsored projects to key clients (funders), constituents (organization decision makers), support staff/units, and project personnel. Contingency management provides an administrative posture which emphasizes a situational or adaptive approach. Strategic planning serves as the fulcrum or transforming agent by producing ongoing plans which help identify those environmental factors, organizational resources, problems, and opportunities most relevant to the organization's sponsored projects effort."

Subsequent chapters provide detailed discussions and prescriptive information about these concepts and their underlying