

a certain international flavor: "about 66% of the total working populations is 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.*

Harman, Keith and Charles R. McClure.

Strategic Planning for Sponsored Project Administration: The Role of Information Management. Westport, Conn.: Greenwood, 1985. 279p. \$45. LC 85-9881. ISBN 0-813-24931-8.

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, orga-

nizational 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.

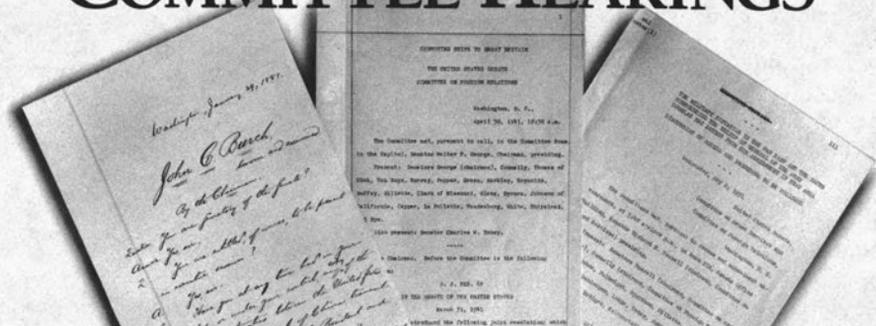
The authors recognize that significant changes are taking place in the grants environment, as the interests and support levels of federal agencies, foundations, and corporations shift dramatically. They also note that the role of the project administrator in many organizations has expanded from management 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

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assumptions and components. Readers are effectively marched through the fundamental steps in the strategic planning process: analysis of environment, identification of strategies, formulation of action plans, construction of objectives, generation of goals, review of strategies, creation of "early warning system" to monitor progress, implementation of action plans, adjustment of plans as required, and recycling of planning process. The reader will appreciate this well-organized and clear presentation of strategic planning and its focus on the effectiveness of the monitoring, measuring, and communication devices. The reviewer was particularly intrigued by the concept of MBWA—Management by Walking (or Wandering) Around. The presentation would have been improved by expanding attention to the relationship between the planning and budget processes and by discussing the need for organizationwide commitment to the planning effort.

The chapter on the relationship of information resources management and decision support systems to strategic planning is crucial to the book's thesis. A well-designed information system provides an empirical basis for planning and decision making; presents intelligence about the environment; encourages assessment of historical, current, and future conditions; and permits evaluation of the planning process and monitoring of progress. The important role of online database services and the institution's library in supporting access to information resources is cited. The general principles advocated for effective information management systems—integration, interaction, flexibility, and needs orientation—will be familiar to librarian readers.

Harman and McClure have provided a well-organized and -documented study. The literatures of organizational theory, planning, information management, and sponsored-project administration are effectively integrated. Graphics, charts, and tables are used liberally to present complex ideas and synthesize research findings, and each chapter is clearly organized and concluded with a well-written summary of the key concepts. The most signif-

icant weakness of the work and perhaps, in my view, its greatest strength is the seeming focus on sponsored-project administration, as indicated in the title. Some potential readers will thus not be attracted to the volume, although much of the material would be of value to a broad audience. One could read the book, freely substituting a host of professions for the sponsored-project administrator. The authors conclude that "people are the organization and information is the most critical resource at their disposal." Haven't librarians been advocating these ideas for years?—James G. Neal, *Pennsylvania State University Libraries, University Park.*

Keaveney, Sydney Starr. *Contemporary Art Documentation and Fine Arts Libraries.* Metuchen, N.J.: Scarecrow, 1986. 181p. \$17.50. LC 85-22234. ISBN 0-8108-1859-0.

A Reader in Art Librarianship. Ed. by Philip Pacey for the Section of Art Libraries. IFLA Publications, no. 34. München: K.G. Saur, 1985. 199p. \$20 ISBN 3-598-20398-5.

The examination of the information flow in the contemporary art world and the impact of the resulting interrelationships on library collecting patterns is an adaptation of Keaveney's doctoral thesis. After reviewing information science techniques for measuring the flow of information in other fields and applying them to the art world, she tested her assumptions against the survey results on library holdings of a set of contemporary artists. She also interviewed a number of artists and others in the art world to determine patterns of communication and the placement of "gatekeepers" on the path of information as it flows from the artists to society at large.

Keaveney selected forty contemporary American artists and analyzed the holdings of fourteen New York City-area art libraries (five museum libraries, five academic libraries, and four public libraries), checking holdings in both card catalogs and vertical files but not in periodical files or indexes. Additionally, she checked several major bibliographic sources, including the database of the Research Libraries In-