

sonnel course, would find it a particularly efficient way to review basic issues in this field; (3) a librarian new to supervision/personnel work or one in administration (not by choice) who would like to review the field or go into management. (4) Experienced managers have already "translated" the field of personnel through their own experiences. It is unlikely that they will find much that is new or innovative here. However, this work may be a perfect way to review one's own knowledge level and to help one realize that current personnel issues and problems (all managers have them) are similar to those other managers in the field have experienced. (5) As a graduate of Indiana University Library School, I feel this book would offer other graduates who did not attend during Herbert White's tenure an insight into the teaching and writing skills of the current dean. (This last plug will hopefully serve in lieu of my paying membership dues to the alumni association.)

Personnel management may not be a large part of a library administrator's duties but, in most instances, it takes the greatest amount of emotional time and energy to do well. White follows current management-school thought and states that each situation must be analyzed for its unique features. There are no easy, standard rules in personnel management. Because there is never a "final answer" to some problems, books like this continue to be useful and important to our profession.—*Sherman Hayes, Solomon R. Baker Library, Bentley College, Waltham, Massachusetts.*

Cummings, Martin M. *The Economics of Research Libraries.* Washington, D.C.: Council on Library Resources, 1986. 216p. \$5. LC 86-2321.

This book grew out of a seminar on the economics of research libraries, organized by the Council on Library Resources as a series of meetings during 1984 and 1985. Its purpose is to help library directors and university administrators make better use of cost information for strategic planning, budgeting, and forecasting.

The book is partly a review of the literature and partly a discussion of current is-

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sues in academic library costs and funding, with special attention to the effects of new technology and cooperation on both management and costs. It also presents the results of some studies of costs of operating research libraries and of formal library cooperation programs sponsored by CLR in recent years. The "Summary and Conclusions" chapter is a recap of seminar highlights. The book also contains three substantive appendixes: one by Michael Cooper on "Economic Issues and Trends in Economic Libraries"; one by Mark Cain, reporting on four case studies of university library management and rapid technological change; and an annotated bibliography on user fees and library economics by Jane Rosenberg.

The value of a good literature review is twofold: first, in the way that it organizes the literature and links publications it gives the reader a map of its subject, organizing the questions and concerns of the field by way of the relationships among publications. Second, it digests the literature, indicating which is the most important, pointing the reader toward literature relevant to his or her concerns and reporting the highlights of works that the reader may never see. This book does review a large body of important literature that has not been brought together before. However, it does not succeed very well at either of a literature review's missions.

Its structure is confusing. User fees, for example, are discussed in at least three different places. The succession of subjects often seems arbitrary. The overall effect is fragmentation: the reader gets useful snippets of information, but loses the overall structure. (The appendix by Cooper is an example of how the book could have been structured more effectively.)

As a digest of the literature, the comprehensiveness of the coverage of certain subjects is questionable. For example, the discussion headed "Cost Accounting in Libraries" refers almost exclusively to attempts to determine the costs of library automation—not the same subject. Some of Kantor's important work on academic library costs and economies of scale is cited, but some of his other equally relevant work is missed.

The book suffers some from occasional misstatements and lack of clarity: it seems to need a knowledgeable editor. For example, a lengthy discussion of "unit costs" never specifies whether that means average or marginal costs. "Cost benefits" is used repeatedly as a noun, a novel construction. The cryptic summary of D'Elia and Walsh's path-breaking research on user evaluation of libraries and library services is inadequate for the reader unfamiliar with the original. And the author periodically interjects editorial comments with which his readers will take issue: for example, he misquotes Herb White as saying that in libraries, cost-benefit determination is meaningless and cost accounting pointless, then concludes that "this attitude suggests that librarians are irresponsible managers and consequently cannot be trusted to handle large budgets." The non sequitur is not White's. (This reference was wrong, too.)

The book does, however, cover a large body of literature, and, commendably, is not limited exclusively to research libraries. It is a useful if flawed introduction to some of the major problems and research findings on the costs of research libraries. And the author makes some provocative conjectures about the effect of changing technology on the academic library. This is an area where everyone wishes for a crystal ball; Cummings doesn't have one, but he does raise some interesting possibilities.—Nancy Van House, School of Library and Information Studies, University of California, Berkeley.

Marketing Instructional Services: Applying Private Sector Techniques to Plan and Promote Bibliographic Instruction.

Papers presented at the Thirteenth Library Instruction Conference held at Eastern Michigan University, May 3&4, 1984. Ed. by Carolyn A. Kirkendall. Ann Arbor, Mich.: Published for the Center of Educational Resources, Eastern Michigan Univ., by Pierian, 1986. 157p. \$19.50 (ISBN 0-78650-201-X) LC 86-60025.

As library instruction moved into the eighties, its advocates and implementors found that they had learned a great deal from the disciplines of education, psy-