

scientific research in the United States and around the world; and Weaver, in particular, helped create a paradigm for creatively managing science through control of funding. Kohler provides crucial material with which other scholars can further explore the means by which institutional arrangements—and especially patronage—served as intermediaries between broader political and cultural contexts and both the daily activity of working scientists and the knowledge they produced. The story of foundations and natural scientists is one worth telling; and it is hard to think of anyone better equipped than Robert Kohler to tell it in as lucid and engaged a fashion.—*Ed Morman, Institute of the History of Medicine, Johns Hopkins University, Baltimore, Maryland.*

Johnson, Peggy. *Automation and Organizational Change in Libraries.* Boston: G. K. Hall, 1991. 201p. alk. paper (ISBN 0-8161-1919-8, hardcover. ISBN 0-8161-1920-1, paper). LC 90-26147.

Peggy Johnson has provided an excellent summary of state-of-the-art management of research libraries that have undergone or are in the process of undertaking a transition to automated systems. While the monograph describes the results of a survey of academic libraries in the United States and Canada, it also contains a well-researched historical overview of academic libraries, followed by a description of the organizational environment of libraries. The introductory chapters provide substantive background for the work that follows and include many references to supplemental reading and supporting documentation, including a substantial number of articles and monographs from the general areas of organizational development and management.

The remainder of the work describes the survey methodology devised by Johnson, the responses to the survey, and the interpretation of the data as they relate to organizational development and human factors in large automated academic libraries. A comparison of the survey responses to predictions in the

literature places the developments in the library world into a larger management context.

The survey research both confirms and refutes commonly held predictions and beliefs about the structural and organizational changes to be brought about by automation. Examples of issues addressed are the "flattening" of the organizational structure, increase in the number of departments, growing emphasis on task specialization, blurring of distinctions between technical and public services, changing communication and decision-making patterns, modifications to staff classifications, and paradoxical centralizing and decentralizing effects of automation. The author demonstrates that although some changes have been slower in coming than originally predicted, the overall impact of automation has been revolutionary on collections, services, and the ability of libraries to deal effectively with the dual problems of rapid inflation in the costs of goods and services and the information explosion.

A separate chapter describes the management literature on change in innovation, especially as it applies to technological change, and libraries in particular. Finally, trends for the future are analyzed and "new understanding of libraries" described. The author challenges library leaders "not only to make the transition to an automated organization as painless as possible for the library and its users but to take full advantage of the opportunities presented." The first step is to recognize that a paradigm shift is happening: librarians must not passively let the future happen, but must actively seek it.

This book is both useful and interesting; it is also exceptionally well written. The general library reader will come away with a basic understanding of the impacts of technology on modern large academic libraries, and the reader desiring a more sophisticated understanding of the state of the art will benefit from both the details of the research reported in this text and the many references to the literature of general management and organizational change, as well as to

the literature dealing specifically with technological and organizational change in libraries. Managers and library administrators will find the ideas challenging as they confront change in their own libraries and institutions of higher education.—Susan F. Rosenblatt, *University of California, Berkeley, California*.

Lingua franca: The Review of Academic Life. Mamaroneck, N.Y.: Lingua Franca, Inc., 1990-. Individuals: \$17.95/year; Institutions: \$35/year. (ISSN 1051-3310).

Lingua franca: The Review of Academic Life offers scholars in the humanities, broadly conceived, a forum for debate on issues in higher education, with the reformulation of the liberal arts agenda figuring prominently. Launched with a successful trial balloon issue in June 1990, followed with regular bimonthly issues beginning in December 1990, *Lingua franca* is a gutsy, timely, and topical review of the academy and might be characterized as a grassroots version of the *Chronicle of Higher Education*. Published independently out of Mamaroneck, New York, *Lingua franca* is the creation of Jeffrey Kittay, former Yale French professor and currently visiting professor at New York University. In addition to academics, contributors so far include primarily New York-based journalists with credentials from *Esquire*, the *New York Times*, *Spy Magazine*, the *Nation*, *Dissent*, and the *New Republic*.

Rarely has a new academic rag received so much attention from the media, leading this reviewer to believe that *Lingua franca* is street-smart and market-wise. From the *Washington Post* to the *San Francisco Examiner*, from the *Boston Globe* to the *Chicago Tribune*, *Lingua franca* has been cited and reviewed enthusiastically. *Lingua franca's* ads abound with pithy testimonials from the likes of Umberto Eco, Catharine R. Stimpson (recent president of the Modern Language Association and Rutgers graduate school dean), and Lindsay Waters (Harvard University Press executive editor). Bill Katz, in *Library Journal*, selected it as one of "The Ten Best Magazines

of 1990." *The Wall Street Journal* and *Harper's* have reprinted its articles.

Why all the fuss? Perhaps because *Lingua franca* takes us behind the scenes in academe and talks frankly about some rather delicate issues: the tenure system at Harvard, unproductive faculty, the great Eskimo "snow" vocabulary hoax, Paul de Man and his deconstruction, and my personal favorite—undercover inside the M.F.A. creativity boot camp—in which the author reviews the propensity for "groupthink" and political consensus that controls writers' workshops across the country. There are also articles of a more practical nature: the diary of a faculty member serving on an affirmative action search, an interview with a faculty member accused of sexual harassment, and a primer on new TIAA-CREF retirement plan options. Academic librarians long concerned about their drab image may be gratified to learn from Valerie Steele's article, "The F-word" (where F stands for Fashion), that they are dressed in vogue for academe. A UCLA history professor explains: "To dress fashionably is to be labeled frivolous. . . . Dowdy is safe and serious; bad dressing, one of the last ways in which academics can project the illusion of otherworldliness." Written in a breezy style, *Lingua franca* is entertaining and easy to read.

Growing from forty (June 1990) to fifty (April 1991) pages in length, each issue typically has a number of regular columns in addition to the cover story, the feature article, and two shorter articles or interviews. Academic librarians will take special interest in the "Breakthrough Books" section of "Field Notes," in which a handful of scholars identify the most recent significant book in their discipline. Although the selections are typically from the mainstream scholarly press, the column serves as a timely annotated list of top hits. "Inside Publishing" looks forward to new releases—for example, announcing *The New York Review of Books'* plans to initiate an Italian edition, *Libri & Idee*, and to develop French and German editions as well, and the resurrection of the influential