

cated machinery and expensive information devices, the availability of new techniques, new media and new theories . . . at a time when budgets are decreasing, the purchasing power is suffering from inflation, and wages are going up" (p.7).

Unfortunately, library practitioners and library school faculty are likely to find few new solutions to these problems in the papers that follow. In fact, most of the issues addressed here have been repeatedly discussed over the past several years in relevant journal articles and professional meetings. Since the volume is a transcript of a 1977 conference, this should not be surprising. Yet, this volume does not even summarize in any coherent fashion the current issues related to library effectiveness.

Half of the book is devoted to the nine invited papers, which span the areas of planning, automation, cost-benefit analysis, user studies, instruction in library use, personnel, networking, and the library's place in higher education. Neither these papers nor the shorter essays following are unified by any conceptual underpinnings; rather they represent a "shotgun" approach to the topic of effectiveness, in which the overall conceptual issue of what library effectiveness means is never addressed.

This conference reflects the continuing gap between theory and practice in the library field. The practitioners represented here seem quite willing to deal with the pragmatic issues they define as related to "library effectiveness," but they obviously do not see the necessity of working out the theoretical basis on which such issues are based.

The result is that effectiveness is dealt with unidimensionally in each article; out of the nine major papers, three define effectiveness as efficiency (Evans, Mittler, Declercq); two define effectiveness as user satisfaction (Meister, Fjällbrant); two define effectiveness as achieving library objectives (Schofield, Webster); and two define effectiveness as cost-effectiveness (Bonus, Hill and Ross). The multidimensionality of the effectiveness construct is not examined, leaving the reader with the fragmented view offered by this collection of papers.

Aside from these conceptual problems,

readability of these proceedings is hindered by poor editing. One paper (Meister) appears to be a translation, but it is so garbled as to be useless. Another paper (Mittler) is written in good English, but its illustrations are written in German, making them less than useful.

All in all, although individual authors make some good points concerning aspects of library effectiveness (particularly Webster and Bonus), the overall treatment of effectiveness is rudimentary. At best this conference may encourage more definitive research on effectiveness in the future.—*Rosemary Ruhig Du Mont, University of Kentucky, Lexington.*

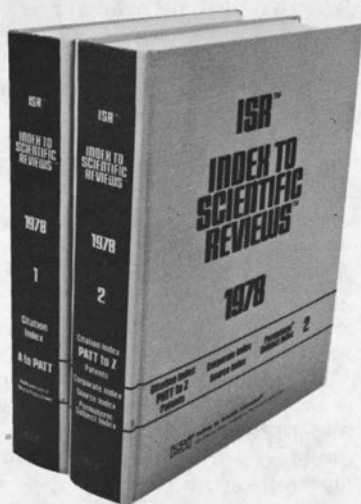
Boss, Richard W. *The Library Manager's Guide to Automation*. Professional Librarian Series. White Plains, N.Y.: Knowledge Industry Publications, 1979. 106p. \$24.50 softcover; \$29.50 hardcover. LC 79-3057. ISBN 0-914236-38-5 softcover; 0-914236-33-4 hardcover.

On the premise that the decision to automate is one of the most significant decisions in a library manager's career, the guide's stated purpose is "to describe the present state of automation, its value to libraries, future trends, and the role of the library manager in the conversion process." In doing this, no expertise is assumed and the stated emphasis is on the context in which technical decisions are made.

The chapter on fundamentals of automation includes a discussion of the advantages and disadvantages of turnkey versus in-house development; minicomputer capabilities; and a general, very brief discussion of hardware and software basics. The discussion of automation today is largely a discussion of current vendors, products, and services, such as BATAB, LIBRIS, OCLC, WLN, etc.

In a brief glimpse into the future, the author predicts that more library functions, including office procedures, will be automated; files will be built as by-products of other functions and through use of shared facilities like OCLC; and patrons will be using terminals that are "user cordial." He further states that libraries will have an increasing array of commercial competitors

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providing access to information for a fee and that libraries "may find it difficult to compete in ease of use or speed of response unless they become highly effective managers of technology."

In the remaining chapters, filled with examples and quotes from the literature and the author's experiences, the manager is alerted to the steps in the planning process (define, analyze, synthesize, evaluate, and iterate); the need to train staff; the political requirements to sell the system of choice; failures and pitfalls of automation; and the manager's role. There is a brief glossary of automation terms, a very selected reading list, and a list of selected sources for automated products and services.

The guide is very general, organized like a handy shopping list of topics with a brief description or list of things to remember under each. There are shortcomings, however, which must be noted.

First, the inevitable complexities, alternatives, and combinations in automation decision making are lost in the effort to simplify, list, and report in a telegraphic style. For example, the possibilities of combining

minicomputer applications with network use or in-house systems are not addressed in favor of discussing each as discrete options.

Second, the discussion of the management process is so abbreviated as to leave the novice unsure of what to do, especially in the requirements and problem definition phase.

Third, the information about current vendors and services will become outdated quickly, given the rapid pace of development.

Fourth, the guide frequently advises using consultants because library managers cannot, should not, or do not master some of the complexities involved in automation decisions or implementation. The reviewer appreciates the role of consultants but suggests that library managers are appropriately becoming increasingly sophisticated consumers and managers of technology and should be encouraged to continue in this direction.

The appropriate audience for the guide is the inexperienced librarian/manager or the interested nonlibrarian. Others will find it incomplete and less useful.—*Eleanor Montague, University of California, Riverside.*



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The Nature and Future of the Catalog: Proceedings of the ALA's Information Science and Automation Division's 1975 and 1977 Institutes on the Catalog. Edited by Maurice J. Freedman and S. Michael Malinconico. A Neal-Schuman Professional Book. Phoenix, Ariz.: Oryx, 1979. 317p. \$16.50 (plus \$.95 for postage and handling). LC 79-21629. ISBN 0-912700-08-4.

Malinconico, S. Michael, and Fasana, Paul J. *The Future of the Catalog: The Librarian's Choices.* The Professional Librarian Series. White Plains, N.Y.: Knowledge Industry Publications, 1979. 134p. \$24.50. LC 79-16619. ISBN 0-914236-32-6.

Libraries today are faced with two momentous prospects for 1981—the closing of the Library of Congress catalog and the adoption of the *Anglo-American Cataloguing Rules*, second edition. Consequently, librarians must decide whether or not to close their own catalogs in order to adjust to these changes. Such decisions are made on