

rent library standards. These chapters will go into matters, however, not always summarized in the "Goals." Downs does not see the university libraries as having responsibility for "statewide library service, except for highly specialized titles unavailable elsewhere." He recommends, therefore, that the state library should develop a strong reference library along with becoming a state bibliographic center. He considers efforts in the state toward library cooperation as being impressive, but sharing wealth works only if there is wealth to be shared. Missouri will continue to be dependent upon seven libraries in particular (the three university, the two large public, the state, and Linda Hall libraries). These libraries should be compensated financially for their extramural services. Here, we get into matters in which the recent surveys do not always agree in their recommendations.

Perhaps Missouri has had enough surveys for awhile and its librarians had better thresh out what should be the master plan—if there is to be one. In the meantime, one hopes that in the future, professional talent and government money can be directed toward making the Library Services Division of the U.S. Office of Education a meaningful statistical reporting organization so that librarians can spend less time gathering data and more time using it. Finally, librarians, especially Missourians, should remember that state lines in terms of library planning mean only one thing: political boundaries which constitute source or channel for funds. They are quite without meaning in terms of economic or cultural areas. Missouri's two great concentrations of libraries are found in interstate economic and cultural regions. The long look perhaps should see state planning as an intermediate step toward interstate or regional planning.—*Kenneth J. LaBudde, University of Missouri at Kansas City.*

Scientific Management of Library Operations. By Richard M. Dougherty and Fred. J. Heinritz. New York and London: The Scarecrow Press, Inc., 1966. 258p. \$7. (66-13741)

Those who consider the essential elements of librarianship to be books and bibliogra-

phy will not find support for their contention in this book. Here are discussed such nonlibrary subjects as flow charting, time studies, cost analysis, and performance standards. The index contains no reference to a book, and the term is seldom used throughout the work. This is a book about things—books as things, people as things—and about methods for studying the manipulation of these things to achieve the most efficient financial advantage.

But no matter how much we may regret this approach to librarianship, library administrators find that more and more of their time is devoted to management, and unless they are to be overwhelmed by this one aspect of librarianship they must be familiar with, and take advantage of, the methods which science can offer to lighten the management load.

Dr. Dougherty and Dr. Heinritz have prepared a beginners' manual describing some scientific management procedures applicable to library operations. There are descriptions of flow charting with examples and definitions of the symbols commonly used. The design and use of forms is discussed, and a chapter is devoted to sampling techniques. Methods of performing time studies, determining unit costs, and establishing performance standards are outlined. The final chapters present, as an example, a study of an actual public library circulation system illustrating some of the techniques previously described and outlining proposals for a new system based on the completed study.

This is not a theoretical discussion of management, nor does it present any new techniques of scientific management. Veteran library administrators will be familiar already with the procedures and techniques discussed. Library school students and beginning librarians, however, can find much useful information in this book which can add to their awareness of the problems of administrators and increase their usefulness as librarians.

The book is printed by an offset method from typed copy and is as attractive as this method will permit. It is well illustrated with appropriate charts and diagrams. It is both legible and readable.—*Paul H. Spence, University of Georgia.*

PROCEEDINGS...

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