

purpose of the book is much the same and some of the same material is covered, this is a completely different work.

Essentially a selected, annotated list of business books and reference sources emphasizing recent material in English and books published in the United States, the book is a distillation of experience of a business reference librarian at Baker Library at the Harvard Business School and reflects her expertise and personal assessments.

Roughly half of the book deals with basic sources: bibliographies, indexes and abstracts, directories, statistical and financial sources, and data on current trends. The latter half deals with specific management functions with handbooks and basic textbooks appearing first in each chapter followed by reference works. The concluding chapter lists a basic bookshelf.

The detailed index by author, title, and subject demonstrates further the growth and change of the past few years. There are three entries concerning automation in Coman's 1964 index and almost a full page of entries on computers in Daniells' 1976 index. It is to be hoped that plans are already underway for a new edition to come out a few years from now. One great value of this volume is its timeliness. A book with such timeliness and such broad coverage should also have some omissions and a few inaccuracies. These seem very hard to find. If I found any, I would let Ms. Daniells know for the next edition.—*Barbara R. Healy, Management Library, University of Rochester, Rochester, New York.*

Hicks, Warren B., and Tillin, Alma M. *Managing Multimedia Libraries*, New York: Bowker, 1977. 264p. \$13.95. LC 76-49116. ISBN 0-8352-0628-9.

*Managing Multimedia Libraries* is an important book. It might have been called *Contemporary Library Management*, for what library is there today which does not offer a multimedia approach? The title is, of course, related to Hicks and Tillin's earlier work, *Developing Multimedia Libraries* (Bowker, 1970), which became a vade mecum for many librarians who were expanding their information resources. In this new work, the authors have drawn

upon their extensive knowledge of the multimedia environment (i.e., contemporary society); they relate their knowledge and experiences to the coordination of personnel management and to the planning and operating of processes in the modern library.

The work is comprehensive and carefully organized. Each chapter begins with an abstract of the topics to be treated in that chapter and concludes with a summary of the key points discussed. The bibliography is thorough, drawn from library literature, and provides both support for and further expansion of the topics treated. There is an appendix of sample job descriptions and an index.

The central concept of the book is the application of management by objectives in a systematic and humane fashion. The authors advocate a dynamic management approach which analyzes, structures, and evaluates the entire system, thereby allowing for and anticipating both change and progress within the organization. Hicks and Tillin demonstrate a broad acquaintance with management problems, both system-based and people-based. Short case studies and examples of practical applications are used to clarify and illuminate the principles of management responsibilities and techniques. These examples are real and relevant. The situations and the solutions are human and humanely discussed, treating elements such as "fairness" and "consideration" in the section dealing with personnel management.

The authors address library management as a systematic process, derived from sound and tested principles of management theory. Hicks and Tillin claim that "by using basic systems procedures and supplying data and detail specific to libraries, the translation of management skills into an effective and comprehensive methodology of library planning and development functioning can be achieved." And in this well-written monograph, they lay a blueprint for implementation of the process which they describe.

This new work should be required reading for professional librarians, regardless of the level of their role in management. Those who are being "managed" need to be familiar with the basic ground rules

being applied. As Hicks and Tillin state in the section on accountability: "The personnel of libraries is realizing that a different kind of management is required if library service is to react positively to the modifications that are dictated both by practical limitations currently imposed within the library and by rapidly occurring external changes."

The chapters on budget, selection of resources, processing, circulation, and reference will be eagerly read by librarians working in those areas. Each section of *Managing Multimedia Libraries* could well serve as a discussion basis for in-service workshops and staff meetings.

There is a wealth of practical and realistic information in *Managing Multimedia Libraries* which should have appeal and application for all types of libraries and librarians. It should also serve as an excellent text for library school courses. On a scale of one to five, this deserves a five-star rating.—*Gloria Terwilliger, Director, Learning Resources, Northern Virginia Community College, Alexandria Campus.*

***Collective Bargaining in Higher Education: Its Implications for Governance and Faculty Status for Librarians.*** Proceedings of a Preconference Institute Sponsored by Academic Status Committee, Association of College and Research Libraries, at San Francisco, June 27 and 28, 1975. Edited by Millicent D. Abell. ACRL Publications in Librarianship, no. 38. Chicago: American Library Assn., 1976. 161p. \$7.50. LC 76-51403. ISBN 0-8389-3189-8.

This is a compilation of the papers presented at the San Francisco ACRL preconference in 1975, including edited audience questions and responses. There is also a useful appendix of "Background Papers" which, as the title indicates, might be a good place to start your reading of this volume. The appendix contains several reprints, including a glossary of labor terms, legal aspects, and descriptions of terms in a collective bargaining contract. The final part of the appendix gives a bibliography of sources for further information.

In all, the volume is concise and well put together, which says something for the con-

ference itself. Unfortunately, there is always such a lag in publishing proceedings that by the time most people read this, the material will already be two years old. Some of the concerns may have changed, but still this is a worthwhile compilation of information and ideas that are basic to any understanding of collective bargaining and its effects on academic governance in general and, to a slightly less degree, on the status of librarians. Governance turned out to be a major issue in this volume.

In his "Conference Summary" Kenneth Mortimer states: "I am sure you will get much more from this conference as you read the proceedings than from sitting here and listening to all of us talk at you." From one who was there I agree in part that some of the papers, particularly Jean R. Kennelly's, which contains many statistics, were more meaningful and easier to grasp in the written form. Obviously, the combination of listening, reacting, and then reading brings it all together.

The issues covered in the papers are governance as it is (well described by Donald Wollett, director of employee relations for the State of New York); then jurisdiction, or the legal right of unions to organize; definition of who is in the bargaining unit; the choice of an agent; and, finally, the consequences of that choice.

The papers from the panel of people representing NEA, AAUP, AFT, and alternative approaches through faculty associations or no union were interesting, but very evidently, each author has his or her own axe to grind. Both Gwendolyn Cruzat and Kenneth Mortimer reminded the readers of this by stating that a look must be taken at the leadership on their own campus or campuses—that this leadership will determine what any union or alternative group will be like. Cruzat in "Issues and Strategies for Academic Librarians" also warned that ". . . collective bargaining has been regarded by some librarians as a vehicle for achieving parity in the academic community." The whole concept of why librarians in particular, and also faculty, have chosen this route and its results is very interesting and was alluded to by several of the participants. Jean Kennelly's paper, "The Current Status of Academic Librari-