of its quality and scope, the current volume causes no misgivings whatever. Rosenberg's "National Information Policies" reviews material on the status and issues of policy development, particularly in the U.S.; this is supplemented by McDonald's briefer "Public Sector/Private Sector Interaction in Information Service." Brimmer's "U.S. Telecommunications Common Carrier Policy" is a continuation of last year's review of national planning for data communication; it conveys a complex picture of rapid transition and unresolved problems. Kantor's "Evaluation of and Feedback in Information Storage and Retrieval Systems" uses perhaps too much space describing an analytical approach that seems largely superfluous, but does indeed review the literature on this topic.

Travis and Fidel in "Subject Analysis" describe a mature field of study that is sadly unknown to nonparticipants who could make good use of it. Lundeen and Davis review "Library Automation," a topic that is often brought up to date in *ARIST* because of activity and interest. Wooster's "Biomedical Communications" provides a broad historical review of this new *ARIST* topic. Levitan examines work in "Information Resource(s) Management" (as contrasted with information systems and services management) and finds it to be a field with considerable, but not yet overwhelming, acceptance. Griffiths reviews recent work on estimating "The Value of Information and Related Systems, Products and Services" and finds some grounds for optimism.

ARIST continues to deserve high praise. Anyone involved with libraries or information who is not yet familiar with this series would be well advised to take this volume and read just the paragraph or two of "Conclusions" at the end of each review. This brief exposure will be enough to inform, inspire, and stimulate a desire to read and think more deeply on all those review topics we didn't know we cared about but really do.—*Ben-Ami Lipetz, State University of New York at Albany.*

Doughery, Richard M. and Heinritz, Fred J. *Scientific Management of Library Opera-* *tions,* 2d ed. Metuchen, N.J.; Scarecrow 1982. 286p. $15. LC 81-18200. ISBN 0-8108-1485-4.

The time has long passed when it could be suggested (as it was in these pages by a reviewer of the 1966 edition of Dougherty and Heinritz' *Scientific Management of Library Operations*) that management is but one part of the library administrator's work and that flowcharting, time studies, cost analysis, and performance standards are nonlibrary subjects. Few would now dispute that the profession requires management specialists equal to any in the world of business and industry and that the analytical tools which have proven valuable in the profit sector are as essential to libraries as "books and bibliography." Yet it must be admitted that many of the methods and approaches set forth by the authors some sixteen years ago have seen little widespread application in libraries. To be sure, decision flowcharting has become commonplace as libraries have moved into the "revolution in library systems work" that Dougherty and Heinritz remind us has occurred since the publication of their first edition. But, can it be said that performance standards in libraries really are the norm, or that time study has been undertaken in anything but a superficial way? Motion study, forms analysis, even flow techniques other than decision charting have found little broad-based acceptance. In this thorough revision of their important work, the authors argue convincingly that careful analysis of library activities through use of the tools and techniques of the management scientist is as important today as at any time in the past.

New chapters have been added on "System Implementation and the Process of Change," "Human Factors Engineering," and "Project Planning Techniques." The latter is largely a treatment of Gantt charts and critical path methodology. Dropped from the work are a long analysis of a circulation system that was a major part of the earlier edition as well as a dated chapter on aids to computation. In their place several useful topics have been added: a treatment of decision trees and tables; a more complete consideration of

time study; and an interesting explanation of how break-even analysis can be used to compare costs of different library procedures.

In addition to suggested readings taken from the literature of both libraries and industry, the chapters are followed by a series of related problems. Better organized and more readable than its predecessor, the new edition also contains figures, charts, and illustrations that are clear and understandable. Since more than 25 percent of the volume is in tabular, graphic, or chart format, this clarity is essential. The only error detected was a mix-up in the explanation of the symbols used in operations analysis.

Scientific Management of Library Operations was a valuable primer on work analysis in libraries when it was first published. The second edition is much improved and even more deserving of attention by managers, library system analysts, and students.—*Jordan M. Scepanski, Vanderbilt University.*

Neill, S. D. *Canadian Libraries in 2010.* Vancouver, B.C., Canada: Parabola, 1980. 144p. ISBN 0-920758-10-X.

This publication is essentially three essays held together by a methodology. An annotated, personalized bibliography constitutes 60 percent of the pages, but probably 90 percent of the content. The title is misleading. I can find no evidence that statements are confined to Canadian libraries since Neill discusses libraries existing only in an open society. Libraries and librarians stand "for freedom of good thinking, in the sense of individuals being well-informed, equally informed, and in time" (p.42). Statements made are sufficiently broad to apply to any nation with such aspirations. The predictions, if that is what they are, have little nationalistic base except that Canadians will still be publishing in 2010, and there probably will be a union catalog of the publications.

Although Neill wanted to be objective, he admits his predictions arise out of the "matrix of ideas and facts" from his readings, from which he produced his 140-item bibliography with "Quotations and Comments . . . to Allow You to Make Your Own Argument" (p.61). Selecting quotations from the twelve volumes of Toynbee's *A Study of History* for this purpose may be a bit presumptuous. In any event, the reader can be envious of the quantity and quality of the literature that was reviewed to glean the quotes. There is an index that covers the broad topics of the predictions and the bibliography. Often it is difficult to see the relationships this historian-philosopher-librarian-educator makes between his selected quotations with annotations and his predictions covering such subjects as status of women, community participation, community information, censorship, automated information, etc. Nevertheless, it is a noble effort of the author to reveal his sources and method of putting his statements together.

To describe institutional functions thirty years hence results in a spirit of negativism. To offset this negativism, Neill added a second part on "what ought to be done to meet the predictions made in the first part" (p.6). This readable addition leads to the conclusion that "We must make the profession a unity *above* the collection of institutions which it inhabits or uses" (p.46). The changes in philosophic attitude we accept now will make differences in our future.

To bolster his arguments, and presumably to make the content more Canadian, a previously published review (in part from the *Annual Review of Canadian Libraries*) of the major studies commissioned by the Canadian provinces between 1933 and 1976 is included. Since few in the United States, and perhaps also in Canada, have had access to these studies, it is professionally gratifying to find reassurance that librarians have been and continue to search for the means to keep our civilization open and free.

In summary, Neill has produced a view of our complex institutional base in very readable language. The publication's value lies in its philosophical insight rather than the logic of the predictions. The latter may be the subject of amusement thirty years from now, but the former will still be part of our existence.— *Vern M. Pings, Wayne State University.*