

*Fields*, or to make a thorough examination of the Anglo-American correspondence.

Professor Gettmann's transcriptions, while not impeccable, are more accurate than usual. It is to be regretted, however, that the publisher did not provide a more adequate index to the myriad of facts in the text.—*Rollo G. Silver, School of Library Science, Simmons College.*

## Library Administration

*Studies in Library Administrative Problems; Eight Reports from a Seminar in Library Administration Directed by Keyes D. Metcalf.* [Edited by Keyes D. Metcalf.] New Brunswick, N. J.: Graduate School of Library Service, Rutgers, The State University, 1960. 210p. \$5.00.

This collection of case studies is more valuable for its introductory report on experiments in the methods of training junior library administrators than it is for its administrative content. The eight studies, interesting and quite well done for the most part, deal with such subjects as organizational problems of a decentralized state university's library (Rutgers), space planning for Columbia, library cooperation in New York City, cataloging-in-source at Princeton, selective acquisitions at Yale, resources relocation at Harvard, and centralization of science libraries at Johns Hopkins. The cases are taken entirely from large and complex libraries, and therefore have some value to the profession as detailed records of some of the problems currently faced by large libraries. However, each is an administrative rather than a research study, using conventional methods and establishing nothing new in administration. The more important parts are the introduction and the running commentaries by the editor. The primary interest centers about the various methods of teaching that were used.

Five different methods of teaching administration were tried. All the experiments were conducted under favorable conditions, by an accomplished administrator, Keyes D. Metcalf, librarian emeritus of Harvard College, and under the sponsorship of one of the library schools receptive to experiments, the Graduate School of Library Service of Rutgers University. The methods ranged from

regular teaching in the school, to short courses, seminars, and intensive case-study workshops. Enrollments in the later experiments were limited and the participants chosen carefully, usually at the associate or assistant director level. They averaged forty to forty-five years of age and already were capable administrators. The fifth method of teaching, of which this book is a by-product, included reading in advance, case studies of specific problems in major libraries in the East, visits by individuals and then by the entire group to each of the libraries, plus talks by chief librarians and by visiting authorities. This ultimate method is too expensive for regular use in library schools because of the extensive travelling. Financial help was provided by the Carnegie Corporation.

While the intensive on-the-spot case study method was the most satisfying to Metcalf, it may be questioned whether or not the excessive costs of this procedure are justifiable for the profession. Business has embarked during the last ten years on extensive programs of training for its middle management personnel. This training usually is given in intensive short courses at major universities, and the case-study method is used heavily. However, the cases are drawn from the literature or drafted by the teachers, and no visits to industries are involved. Since business foots the bill and is usually hard-nosed about value received, it may be that the library profession should once again profit from the successful experience of business management.

Actually the more leisurely study of administration in regular courses at the graduate level may prove to be more productive. Such courses allow a more scholarly approach to administrative theory and may permit the student to perform some basic research, or draw upon basic research, for the solution of administrative problems. Intensive courses such as the later experiments by Metcalf do have practical values for the training of middle management (and future chief administrators) in the techniques of administration, of course. The experiments also are important to library education for the emphasis they place upon the value of the case-study method. This technique probably should be used more freely in library schools.

The profession owes a debt of gratitude to Mr. Metcalf, and to the library school of Rutgers University, for making this series of experiments. They have shed more light on a major problem of the library profession. And it will be interesting to see what happens with the group of participants in this intensive program.

One curious aspect of the preparation of library administrators ought to be investigated by someone. Several universities, or university librarians, have been unusually productive as training grounds or teachers for future university librarians. Some of these universities are not large ones. Why do these men or these situations produce an unusually large percentage of university library administrators, and how? This subject should be explored in historical perspective.

Incidentally, the book is undistinguished typographically. The press could benefit from the services of a competent designer and typographer. *Arthur M. McAnally, University of Oklahoma Library.*

## Paper Durability

*The Manufacture and Testing of Durable Book Papers.* Based on the Investigations of W. J. Barrow; edited by Randolph W. Church. Richmond: Virginia State Library, 1960. 63p. *Permanent/Durable Book Paper.* Summary of a Conference held in Washington, D. C., September 16, 1960. (Virginia State Library Publications, Nos. 13, 16). Richmond: Virginia State Library, 1960. 53p.

The book trade has been, in effect, victimized by its own success in spreading the desire for learning. For four hundred years after the first printers learned how to multiply the supply of books the demand for paper remained in uneasy equilibrium with the supply. Difficulties were never completely surmounted, and there are constant reports of paper shortages produced by economic warfare, priatical cutting of trade routes, governmentally sponsored attempts to seduce the paper-makers from traditional loyalties, or officially approved armed intervention. Linen rags were in such short supply that sumptuary laws forbade the use of linen burial clothes, and even the linen wrappings

of Egyptian mummies were requisitioned by certain ingenious paper-makers. Major works of scholarship were delayed or abandoned for lack of paper, or published only after governmental privilege permitted duty-free paper. But however scarce or expensive the paper was, its permanence was not in question: quality varied widely, and yet not only the best but essentially all good paper, made from linen and gelatine-sized, seems likely to be able to outlast our civilization.

One hundred years ago the revolution came with unexpected speed. The power press and the public's rapidly increasing literacy combined to make ever-larger editions both feasible and necessary, and linen rags could never have supplied the paper now demanded by daily newspapers, comic books, paper backs, and popular magazines. Had technological change come in a different sequence, the principal raw material might have become cotton; but the development of the sulphite process and rosin-alum sizing turned the field over to wood-pulp, leaving to rags only the non-expanding field of expensive hand-made paper.

When book papers are made by the acid sulphite process, preservation becomes impossible. The book trade was driven by the inexorable pressures of demand and costs to turn almost entirely to wood-pulp papers, and it ought in fairness to be reiterated that the publishers were not the initiators but the victims of these pressures. Librarians have been forced to stand idly by as their collections ceased to be printed on ageless linen paper and even books planned for permanent record were almost universally printed on the only available paper, made of alum-sized chemical wood-pulp. (Only one incidental reference is made in these two reports to the added hazard of library climates in American cities.)

Because of the enthusiasm of Mr. Barrow, the support of Mr. Church, and the vision of the Ford Foundation through its Council on Library Resources, the Virginia State Library has spent three years in a systematic attempt to learn what can be done within the limits prescribed by technology and economics. The first step, to certify that books printed on wood-pulp paper deteriorate, was perhaps necessary to convince doubting industrialists and perhaps artistically attractive to establish the validity of carefully controlled experi-