

Letters

COLLEGE & RESEARCH LIBRARIES

United States Public Documents

To the Editor:

Alan Edward Schorr's review of my *Introduction to United States Public Documents* (C&RL, July 1975) compels a response owing to its lack of balance and fairness. The reviewer takes me to task for allotting "a scant eleven lines to the 1909 Checklist whereas Schmeckebier and Eastin . . . have four pages on this important reference work." Schorr fails to add that on p.83-84 I devote thirty lines to the monumental Checklist '70 compiled by Dan and Marilyn Lester. My intent, clearly expressed in the *Preface*, was not to rewrite Schmeckebier. It would have been fatuous of me to repeat in detail what he has covered so well.

Indeed, the existence of seminal works like Schmeckebier and Boyd/Rips permitted me to emphasize current commercial tools (Schmeckebier cites no commercial sources) and include fifty illustrations (Schmeckebier has none); in short, to write a contemporary *introduction* to the field.

The reviewer, who is an expert documents librarian, has perhaps forgotten that most students and many reference librarians perceive documents with trepidation. My inclusion of a number of basic sources (which Schorr calls "seemingly infinite") was addressed to the above audiences as exemplary rather than definitive. Such an enumeration was a successful feature of Boyd/Rips but is not articulated in Schmeckebier from the conceptual locus of provenance. And it may surprise the reviewer to learn that series such as *Driver* and *All Hands* are used not infrequently by patrons in metropolitan public libraries as well as post libraries on military installations.

After emphasizing the negative, the reviewer concludes that my text "is a current,

well-written volume which should prove useful as an elementary manual in graduate library programs and for those unfamiliar with the complex world of federal publications." I appreciate those kind remarks but would have liked to see mention in the review of documentation to support Schorr's conclusion.—*Joe Morehead, School of Library and Information Science, State University of New York at Albany.*

Theories X, Y, and Z

To the Editor:

Donald Morton's article, "Applying Theory Y to Library Management" (C&RL, July 1975), points up a basic flaw in McGregor's analysis of administration. In reality, management covers a broad spectrum from authoritarianism to anarchy. Whereas McGregor thought management could proceed from the authoritarian mode (Theory X) directly to the optimal, desired mode (Theory Y), in fact there has been error in the direction of a permissive, laissez-faire mode (Theory Z?).

In the application of such management theory to the academic library, it was perhaps inevitable that "Theory Z" be approached, given the altruistic, service orientation of librarians, the collegial atmosphere of the academic library, and the momentum of social change. "Theory Z" could be afforded in the sixties, but pressure for financial accountability now forces management to choose either Theory X or Theory Y.

Theory Y management of academic libraries will depend on the willingness of administrators and faculty to share their leadership roles in constructive policy formation and implementation. The scarcity of true Theory Y management leaders could be considered the problem of our age.—*William A. Garrabrant, Savitz Learning Resource Center, Glassboro State College, Glassboro, New Jersey.*

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