

of us are acutely aware of the escalating cost of delivering library services and of the static and declining budgets of libraries; likewise, we are aware of the many management techniques that can be used to realign libraries' objectives and activities and to rationalize the budget process. The book's important contribution is the persuasive case it makes for more rational management of libraries in this time of no-growth budgets.

The seven short essays and selected bibliography are the product of a 1976 conference on no-growth budgets held at Indiana State University. The stage is set by the essay most concerned with a philosophical understanding of the large library's environment during this period of stasis and decline—an environment of greater budgetary control exercised by state government and of the politicizing of resource allocation within the university, all leading potentially to an erosion of the library's institutional support.

The profession is challenged to develop new role models for libraries and for networks of libraries and to apply these models to resource allocation decisions at the local level. Perceptively, librarians are advised to engage in a deliberate process of coalition formation and thereby link the well-being of libraries to that of their politically more powerful clientele.

Flowing derivatively from the first essay are a brief, nontechnical presentation of zero-based budgeting in academic libraries; a general explication of one very complex approach to formula budgeting, Washington State's "Model Budget Analysis System for Libraries"; a rehash of some areas in which scientific management can result in improved effectiveness and efficiency.

Along with a sales pitch for several management techniques developed by the Office of Management Studies at the Association of Research Libraries, there are a few insightful comments about changing libraries' values and improving productivity. Caveat emptor: some of these techniques—especially MRAP—are extremely expensive in terms of staff time.

Another contributor's suggestion that the business profit making model be applied to libraries to the extent that underutilized

programs be dropped in favor of increasing support for highly used ones, that underutilized services be sold, that library users be charged a fee, and his advice that libraries become the "source and managers of all knowledge, information and data bases in the country" (p.54) manifest an embarrassingly naive understanding of libraries and the knowledge industry.

Library Budgeting leads one to question whether it is inevitable that continuing budgetary problems, together with the imposition of sophisticated managerial techniques to ameliorate these problems, must lead to a centralization of decision making in libraries, for such is the typical organizational response to a situation calling for tighter control over operations; if so, recent gains in the area of participative decision making may be in jeopardy.—*Albert F. Maag, University Librarian, Capital University, Columbus, Ohio.*

Srikantaiah, Taverekere, and Hoffman, Herbert H. *An Introduction to Quantitative Research Methods for Librarians*. 2nd ed. Santa Ana, California: Headway Publications, 1977. 223p. \$8.00. ISBN 0-89537-002-6. (Available from: Headway Publications, c/o Rayline Press, 1413 East Edinger, Santa Ana, CA 92705.)

A review of this narrative extension of a course syllabus is appropriate for *C&RL* because it will probably be more useful as a refresher course for the experienced librarian than for its announced purpose as a text for a "mandated course in research methodology" for students of librarianship. The practitioner in, or instructor of, quantitative aspects of librarianship tends to "cook book" statistical measures, having forgotten—or, worse, never really learned—the subject matter of this text. The computer spews out indexes of central tendency, of relationship, and of inference; and we tend to use them uncritically. This book will remind us of the limits one must observe in dealing with even the most sophisticated of coefficients.

As a "non-mathematical approach to research methodology, stressing logic and the reasoning underlying . . . basic methods of quantitative research" for the unselected beginning student, the book needs further revision. In the first place, this objective

embodies an unresolvable contradiction. Thus, this is and must be very mathematical. True, each section starts out by introducing the purpose of the quantitative method under consideration in very simple, discursive, readable prose, usually employing library-derived examples (sometimes hypothetical, sometimes real). Then suddenly all becomes highly abstract, condensed, and symbolic. The text promptly drops the library-related examples and deals in data sets, rather than books and readers.

It is difficult for one who has been over the ground many times before to estimate the effect this sharp acceleration of abstraction would have on beginners. Perhaps the authors of the text are able to carry their students over this threshold by means auxiliary to the text. However, the typical librarianship student is typically long on verbal aptitude but very short on mathematical perception as measured by the Graduate Record Examination. For this reason the wary instructor anticipates an onslaught of statistically induced terror on the part of most beginning students confronted with a condensed text such as this.

It is true that those who follow the path set by Herbert Goldhor's *An Introduction to Scientific Research in Librarianship* (1972) do not really try to surmount this barrier but rather content themselves with verbal indications of the purposes and limitations of each process. They do not force the student to compute any but the most elementary of descriptive measures. This is also a highly questionable expedient in a field where a little knowledge can be dangerous.

Thus, one hopes that subsequent editions of Srikantaiah and Hoffman's brief text will provide a means of introducing the average student to essential comprehension of statistical description, inference, hypothesis testing, and theory building without the side effects anticipated from the present edition's uneven treatment.

What this and other privately published books often lack are the services of an informed but neutral editor. Such an editor would ask whether on p.71 the authors did not mean to say "hypothesis" rather than "theory." The editor might also ask for some help for the student who is told at the end

of chapter 13 (p.141) that "clearly, neither chi square nor the z test can be recommended for studies of differences in categories when large samples are involved"—and left hanging there!

Such an editor might notice the omission from the appendix on computers of any reference to that godsend to library researchers, the Statistical Package for the Social Sciences (SPSS), recently treated in a short volume by Marchant, Smith, and Stirling (see "Other Publications of Interest"). Again, someone from outside might notice that on p.154 the authors casually introduce the idea of matched pairs as a research method without warning the reader that the device is as perilous as it is seductive.

Examples of sacrifice of full, precise explanation in the interest of simplification are too numerous in this edition of the text to warrant its use by other than experienced library researchers or advanced students. However, in saying this, one hastens to encourage Srikantaiah and Hoffman to continue their work. At this stage it shows great promise of becoming a text that is badly needed. Meanwhile, the beginner is better served by established works on elementary statistics at the cost of forgoing the rather superficial library examples offered (in the preface) as a principal reason for the existence of this text in its present state.—Perry D. Morrison, Professor of Librarianship, University of Oregon, Eugene.

Busha, Charles H., ed. *An Intellectual Freedom Primer*. Littleton, Colorado: Libraries Unlimited, Inc., 1977. 221p. \$17.50 U.S. and Canada; \$21.00 elsewhere. LC 77-7887. ISBN 0-87287-172-X.

Covering the topics of intellectual freedom and censorship, the seven articles in this volume constitute more than a "primer," as the title would seem to indicate. The editor, Charles H. Busha, says the purpose of the book is to present information about events in the twentieth century that have contributed to the erosions of First Amendment rights.

The titles and authors of the articles are: "Freedom in the United States in the Twentieth Century," by Busha; "Privacy and Security in Automated Personal Data