

providing access to information for a fee and that libraries "may find it difficult to compete in ease of use or speed of response unless they become highly effective managers of technology."

In the remaining chapters, filled with examples and quotes from the literature and the author's experiences, the manager is alerted to the steps in the planning process (define, analyze, synthesize, evaluate, and iterate); the need to train staff; the political requirements to sell the system of choice; failures and pitfalls of automation; and the manager's role. There is a brief glossary of automation terms, a very selected reading list, and a list of selected sources for automated products and services.

The guide is very general, organized like a handy shopping list of topics with a brief description or list of things to remember under each. There are shortcomings, however, which must be noted.

First, the inevitable complexities, alternatives, and combinations in automation decision making are lost in the effort to simplify, list, and report in a telegraphic style. For example, the possibilities of combining

minicomputer applications with network use or in-house systems are not addressed in favor of discussing each as discrete options.

Second, the discussion of the management process is so abbreviated as to leave the novice unsure of what to do, especially in the requirements and problem definition phase.

Third, the information about current vendors and services will become outdated quickly, given the rapid pace of development.

Fourth, the guide frequently advises using consultants because library managers cannot, should not, or do not master some of the complexities involved in automation decisions or implementation. The reviewer appreciates the role of consultants but suggests that library managers are appropriately becoming increasingly sophisticated consumers and managers of technology and should be encouraged to continue in this direction.

The appropriate audience for the guide is the inexperienced librarian/manager or the interested nonlibrarian. Others will find it incomplete and less useful.—*Eleanor Montague, University of California, Riverside.*



**Improved!
Visi-Tape
Periodical
Labeling**

A revolutionary system that allows quick visual review of shelved periodicals. Simply apply this pressure sensitive tape to publications in their order of issue. Fast, inexpensive, efficient. One of hundreds of bright new products in the newest Highsmith Catalog. Send for your free copy.

Highsmith

P.O. 25 CR9
Ft. Atkinson, WI
53538

The Nature and Future of the Catalog: Proceedings of the ALA's Information Science and Automation Division's 1975 and 1977 Institutes on the Catalog. Edited by Maurice J. Freedman and S. Michael Malinconico. A Neal-Schuman Professional Book. Phoenix, Ariz.: Oryx, 1979. 317p. \$16.50 (plus \$.95 for postage and handling). LC 79-21629. ISBN 0-912700-08-4.

Malinconico, S. Michael, and Fasana, Paul J. *The Future of the Catalog: The Librarian's Choices.* The Professional Librarian Series. White Plains, N.Y.: Knowledge Industry Publications, 1979. 134p. \$24.50. LC 79-16619. ISBN 0-914236-32-6.

Libraries today are faced with two momentous prospects for 1981—the closing of the Library of Congress catalog and the adoption of the *Anglo-American Cataloguing Rules*, second edition. Consequently, librarians must decide whether or not to close their own catalogs in order to adjust to these changes. Such decisions are made on

the basis of information, primarily in the form of conferences, journal articles, and books. Two of the newest sources for librarians are *The Nature and Future of the Catalog* and *The Future of the Catalog: The Librarian's Choices*.

The Nature and Future of the Catalog contains the edited proceedings of two American Library Association-sponsored conferences: "The Catalog: Its Nature and Prospects" (1975) and "The Catalog in the Age of Technological Change" (1977). These papers are especially valuable to readers in that they represent the thoughts of eminent individuals in the field of cataloging, including Seymour Lubetzky, Joan K. Marshall, Frederick G. Kilgour, Sanford Berman, and Michael Gorman. The work is further enhanced by transcripts of audience discussion appended to each presentation. One can therefore, according to the editors, "relive with some degree of verisimilitude the excitement and stimulation created by these institutes and such colloquies as the Kilgour-Lubetzky exchange" (p.vii).

The subject for the 1975 conference is "The Catalog: Its Nature and Prospect"—its past, present, and possible future. The highlights of the conference were talks by Lubetzky, Marshall, and Kilgour. Lubetzky's "Ideology of Bibliographic Cataloging: Progression and Retrogression" is a description of past and present cataloging theories and their conflict with the first edition of AACR. Marshall's paper, "The Catalog in the World around It," deals with Library of Congress subject headings and how they conflict with the needs of nonresearch library users; many headings were found to be misleading and outdated. Kilgour describes the format and use of the automated catalog in the "Design of Online Catalogs."

Other papers represent a wide range of interests from public to research libraries: S. Michael Malinconico's "The Library Catalog in a Computerized Environment," William J. Welsh's "The Continuing Role of the Library of Congress in National Bibliographic Control," Marvin H. Scilkin's "The Catalog as a Public Service Tool," Hugh C. Atkinson's "The Electronic Catalog," and Kenneth Bierman's "The Future of the Catalog in North American Libraries."

Although these lectures took place five

years ago and precede such developments as AACR 2, the Research Libraries Information Network, and the closing of the Library of Congress catalog, they remain timely and recommended reading.

The central theme for the 1977 conference, "The Catalog in the Age of Technological Change," is the impact of the new technology on cataloging. A substantial number of the papers are devoted to AACR 2: John D. Byrum, Jr., and Frances Hinton's "The Newest Anglo-American Cataloging Rules," a history and brief summary of the new rules; Phyllis A. Richmond's "The AACR, Second Edition, What Next?" a discussion of the implications of the new code; Bernadine E. Abbott Hoduski's "A Critique of the Draft AACR, 2nd Edition: Impact of the Rules on Documents Cataloging," a treatise on the effect of AACR 2 on government documents cataloging; and Jean Riddle Weihs' "Problems and Prospects in Nonbook Cataloging," a description of the effect of AACR 2 on cataloging of audiovisual materials.

Additional papers presented are Gorman's "Cataloging and the New Technologies," a study of the impact of automation on cataloging services; Lubetzky's "The Traditional Ideas of Cataloging and the New Revision," an analysis of ISBD versus Charles Cutter's idea of the catalog; Joseph H. Howard's "The Library of Congress as the National Bibliographic Service," the effect of the Library of Congress' policies on the nation's libraries; Berman's "Cataloging for Public Libraries," a treatment of the cataloging interests of public libraries; and Anne Grodzins Lipow's "The Catalog in a Research Library and Alternatives to It," a study of the catalog and research library patrons.

Those deciding what alternative catalog form to use may consult *The Future of the Catalog: The Librarian's Choices*, a readable though slightly overpriced book. The work, which can serve as an introductory text, presents an overview of the catalog and the effect of automation on cataloging. Each chapter is well documented, and a five-page bibliography appears at the end of the book. The work is divided into six sections in addition to an epilogue and introduction: "Traditional Catalog Forms," "Machine-Readable Cataloging Data," "Computer-

Supported Catalogs," "On-Line Interactive Catalogs," "Comparison of Catalog Alternatives," and "Implementation of Catalog Alternatives."

"Traditional Catalog Forms" is an analysis of the catalog's objectives, treating theories of Lubetzky, Charles Jewett, Charles Cutter, and Thomas Hyde, plus a discussion of the advantages and disadvantages of traditional catalog forms. "Machine-Readable Cataloging Data" describes the Library of Congress MARC format, ISBD, authority control, and the major networks, OCLC, RLIN, and WLN. "Computer-Supported Catalogs" deals with alternative catalog forms such as the automated book form catalog system, printed book catalogs, and COM catalogs. "On-Line Interactive Catalogs" is a study of the automated catalog and how it may be accessed. "Comparison of Alternative Catalog Forms" and "Implementation of Catalog Alternatives" present the problems involved when a library closes its catalog and chooses alternative forms. An especially valuable aid is a hypothetical cost analysis for each catalog form.

The Nature and Future of the Catalog and The Future of the Catalog furnish librarians with needed information on how to manage the coming changes in catalog formats. The volumes complement each other, offering different points of emphasis to readers. It should be stressed, however, that these works only scratch the surface in regard to the catalog's future. Librarians are advised to make a thorough study of the literature available. Nevertheless, both volumes are recommended for purchase by libraries. They will be useful additions to a much needed collection on the future of the catalog.—*Lucy T. Heckman, St. John's University, Jamaica, New York.*

Saffady, William. "The Economics of Online Bibliographic Searching: Costs and Cost Justifications," *Library Technology Reports* 15:567-653 (Sept.-Oct. 1979). Single issue \$40. ISSN 0024-2586. (Available from American Library Assn., 50 E. Huron St., Chicago, IL 60611.)

The first, and longest, section of this report lays out the cost components of an on-line search service in a library and, by making some not unreasonable assumptions

about volume of traffic, salaries, and overhead, etc., attempts to build up a model of the true and complete costs per search.

The second section uses concepts from value engineering to give an overview of the main arguments that can be employed to justify those costs. Either the on-line service must produce greater efficiency compared to the same task (bibliographic searching by librarians) performed in the old way, or it must be justified by its provision of added value, in the form of enhanced library service to patrons. The report deliberately does not address the question of how the costs of on-line services might be met (the fee-for-service issue).

To juxtapose the costs of an on-line search against the costs of a manual search is, of course, to enter dangerous waters. First, a regular search service encompassing from 250 to 1,000 manual searches per year was not a feature of life in most libraries—not even in most libraries which did adopt on-line services when they came upon the scene. And, second, when performed at all, such a manual bibliographic searching service was not often rigorously accounted for.

Thus, even though Saffady is careful to use the same assumptions for costing out a manual operation as he does for the computerized version, his model inevitably starts to sound somewhat artificial. However, this is more a reproach to traditional library accounting practices than to the author's determination to pursue his comparison to a logically consistent conclusion. Not surprisingly, the on-line search is shown to be less expensive than its manual equivalent would have been—between 37 and 42 percent, on average.

As long as such figures are used only as ratios, for comparison against each other, they are unexceptionable, although minor discrepancies might be argued over. When the author attempts to use the on-line cost figures as real numbers, to be compared against the real cost of subscriptions to printed periodical indexes, then it seems to me the methodology becomes questionable.

Appendix C is presented as a type of decision table, based upon dividing the annual printed subscription cost by the cost of an on-line search, to yield an approximate number of uses per year below which the