

management with management in other areas. Although Bailey notes in her introduction that library activities are often difficult to compare with others, she offers little justification for this view: her work draws almost exclusively on library literature. The book's final chapter discusses the characteristics of "good" management and offers a few suggestions for those wishing to move into middle-management positions.

In summarizing the information on middle managers in academic libraries, Bailey reports that there is little consensus on the various levels of middle management. The average manager has a master's degree from an ALA-accredited library/information school, and most have worked at least five years before obtaining their first middle-managerial positions. There is also general agreement, both by middle managers and top administrators, that library schools are doing a poor job in teaching management and administration. For those working in academic libraries, Bailey offers no surprises or new information, although this study may offer scholarly confirmation of what might otherwise be only personal or institutional perceptions.

The book contains chapter summaries, and notes and bibliographies follow most chapters. Brief lists of "selected journals" and "selected references" are included as appendixes, and there is an index. It is evident that the author has devoted a good deal of time to her research and the result is a descriptive study which offers no startling conclusions and few suggestions for change. Those engaged in research on this topic may find that this book provides good background material, but this work is not likely to appeal to a wide audience.—*Elizabeth M. Salzer, Stanford University Libraries, Stanford, California.*

*The Professional Development of the Librarian and Information Worker.* Edited by Patricia Layzell Ward. Aslib Reader Series, V.3. London: Aslib, 1980. 332p. £20.50 (£17.50 to Aslib members); paper £12.50 (£10.50 to Aslib members). ISBN 0-85142-135-0; 0-85142-136-9 paper.

Readers are librarianship's way of rendering centripetal what would otherwise be a highly centrifugal literature. They are our

black holes, our way of concentrating at a single point those journal articles, book chapters, and report excerpts which are scattered across the landscape of the discipline. In the Anglo-American community of librarians, the production of readers is an addiction. The utility of the genre goes, perhaps wrongly, without question. Thus, the reviewer of a reader is reduced to making two inquiries: how well is it organized and has the editor chosen wisely? With regard to *The Professional Development of the Librarian and Information Worker*, the answers to these questions are, respectively, very well indeed and fair to middling.

The editor, Patricia Layzell Ward of the Centre for Library and Information Management at Loughborough University, sees this book as a contribution to the professional (i.e., organic) development of individual librarians and information workers. It is to her everlasting credit that she regards professional development as extending well beyond those technical aspects of librarianship (e.g., the application of computers and telecommunications to library operations and management) which are the current obsession of continuing education in the United States. Professional development, in her view, embraces "the formation of a personal philosophy concerning the role of information, books and knowledge, and their free transmission in society, and this may well involve the development of a personal set of ethics." This outlook is reflected in a set of readings which consistently emphasize the human, philosophical, and ethical dimensions of the library enterprise.

The sections of the reader constitute a deductive progression from the general to the particular concerns of librarianship. They are (1) library and/or information science, (2) research, (3) philosophy and ethics, (4) the planning of services, and (5) management (including the human side and the technical aspects thereof). This organization renders the book open to either reading seriatim or to more random consultation. It is much easier, on the other hand, to quarrel with the choice of readings, some of which evoked a distinct sense of *deja vu*, others an unhappy pedestrianism. At least six of the contributions were excellent, however, and merit further comment.

In his now classic "Of Librarianship, Documentation and Information Science," Jesse Shera contends that both library science and information science seek to "maximize the social utility of graphic records for the benefit of mankind." In this view, the librarian or information scientist is merely adjunctive to those who would define what is socially useful or beneficial to mankind. One must forever ask of this world view what a practitioner might appropriately do in the Soviet Union, Nazi Germany, and Uganda where social utility has in the past been defined by Stalin, Hitler, and Idi Amin.

Nicholas Belkin and Stephen Robertson, the English authors of "Information Science and the Phenomena of Information," make a very different, but no less deductive, point. They say that information is something which changes the structure of those images of the world that we carry about in our minds. For them, information science has three related subject matters: the structure of the text or the information, the image structure of the sender, and the image structure of the receiver. They assert that information science has concentrated on the structure of information, that education and psychology have explored the image structure of the recipient of information, and that the image structure of the sender of information "remains virtually virgin territory." This last contention is wrong, and sadly so since it emanates from authors with a structuralist bias. While structuralism is now somewhat winded intellectually, the image structure of the sender has been a preoccupation of Noam Chomsky in linguistics, Claude Levi-Strauss in anthropology, Roman Jakobson in literary criticism, and Gunther Stent in neurobiology, among many others. Like Belkin and Robertson, these scholars have long recognized that an understanding of information transfer is to be found in the holism of structure rather than in the atomism of content.

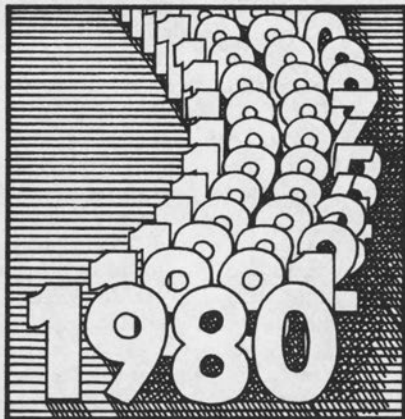
"An Alternative Model of a Profession for Librarians" by Gardner Hands and C. James Schmidt is a valuable exercise in demystification. In its quest of professionalism, librarianship has mimicked, uncritically, a model derived from law and medicine. From its exclusion of nonscientific knowledge to its fixed judgment of the client as inferior to the professional in competence, this model empha-

sizes stasis. Librarians, according to the authors, would do well to choose an open-systems model of professionalism that more easily accommodates change. To read Maurice Line's "On the Design of Information Systems for Human Beings" is a humbling experience. His essay consists of a series of seemingly everyday questions (e.g., What are the psychological and sociological factors which attract people to libraries? What elements in their physical design invite people to use reference tools? Can we satisfactorily locate information in a computer where the familiar spatial and visual frames of reference provided by books and libraries are missing?) for which, apparently, we have no very good or complete answers.

Other interesting entries are "Quasi Unions and Organizational Hegemony within the Library Field" by Gail Schlachter and Jeffrey Raffel's "From Economic to Political Analysis of Library Decision Making." The former describes the conversion of professional organizations into quasi unions, groups with a concern for both professional norms and employee welfare. Schlachter suggests that the American Library Association must become a quasi union if it is to maintain the allegiance of librarians. This may yet occur, but one remains haunted by the fact that the ALA, with its nonlibrarian contingent, is not a professional society and, therefore, fits only loosely the evolutionary model erected here. In the latter, Raffel argues that political analysis becomes more helpful than economic analysis in library decision making as the decision to be made becomes more critical. The reason is that while costs can often be assessed, benefits, especially where innovative solutions are involved (e.g., the distribution, free of charge, of books by libraries as opposed to the circulation of books that remain the property of the library), cannot be easily measured. "It is impossible," suggests the author, "to compare or weigh the value of individual dignity against the loss of rare books."

Ward's reader, the third in an Aslib series, is certainly worth reading selectively. It is relatively free of errors, though, almost unforgivably, after including "The Management Review and Analysis Program: A Symposium," she identifies the MRAP with the Association of College and Research Li-

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braries rather than with the Association of Research Libraries. One can envision the use of this reader in library school courses on the foundations of librarianship as well as in programs of continuing education for librarians and information workers.—Dan Bergen, *University of Rhode Island, Kingston.*

Dale, Doris C. *Career Patterns of Women Librarians with Doctorates.* Occasional Papers no.147, December 1980. Urbana: University of Illinois Graduate School of Library Science, 1980. 28p. \$3. ISSN 0073-5310.

Lundy, Kathryn Renfro. *Women View Librarianship: Nine Perspectives.* ACRL Publications in Librarianship no.41. Chicago: American Library Assn., 1980. 108p. \$7. LC 80-23611. ISBN 0-8389-3251-7.

From a scholarly point of view these two studies have so little in common that their common subject, women in librarianship, seems hardly to connect them. Doris Dale has conducted and here reports upon a questionnaire survey of 300 living women librarians

with earned doctorates of whom just over 50 percent responded. In a clear narrative style she explains how the women were identified, the techniques used in conducting the study, and the numerical details of all responses to the thirty-eight-question, four-page survey instrument.

I wish the questionnaire itself had been reproduced as part of this report, but Dale's table-by-table summary makes that an academic rather than substantive issue. Of slightly more importance is a tone which creeps into the descriptions, especially in the latter pages when discrimination is the topic, a tone of complaint that does not seem to be justified by the data.

I think we must all be aware by now that women have been discriminated against in our profession (a so-called women's profession) as in other professional, business, and work areas. There is some evidence that the situation is improving, but discrimination by sex exists. Therefore, it is a surprise to discover that of more than 150 women respondents only about one third indicated they had been discriminated against either overtly or covertly. In reporting this Dale slips a little into "over-selling" the reported discrimination.

Where Dale is scientific, Lundy is humanitarian. Having interviewed, in 1978, nine female leaders of the profession, she sent each a transcript and accepted their corrections. The resulting question/answer texts are presented verbatim with brief—too brief—introductions outlining the careers of the women.

These are great librarians: Page Ackerman, Patricia Battin, Martha Boaz, Connie Dunlap, Margaret Goggin, Virginia Lacy Jones, Annette Phinazee, Sarah Rebecca Reed, and Helen Tuttle. It is satisfying to read their considered responses to questions ranging from ideas about administration and personal career choices to developing library school curricula and advice to beginning professionals. What is not satisfying is the lack of spontaneity which should be a strength of the interview format. It was edited out, one suspects, when the interviewers saw their less than carefully planned verbal expressions in the cold, black light of print.

Still, this is more enjoyable reading than most of our professional literature, and

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