there is a selected bibliography as well.

An earlier edition for 1978–79 was published, but this reviewer was unable to obtain a copy; it was missing from the shelf. Recommended. — *Jean Walter Farrington, University of Pennsylvania, Philadelphia.*

University Librarianship. Ed. by John F. Stirling. Handbooks on Library Practice. London: The Library Association, 1981; dist. in the U.S. by Oryx Press. 229p. $32.50. ISBN 0-85365-621-5.

This manual is well done and will certainly provide American readers with a basic understanding of principal philosophies of academic library management that are as applicable in this country as in Great Britain.

The university libraries whose head or senior librarian wrote these chapters include: Exeter, Newcastle-upon-Tyne, Stirling, Lancaster, Leeds, Surrey, Sheffield, London, Loughborough, and Nottingham.

Each of nine chapters begins with a general treatment of a subject such as acquisitions and relegation, rare books and special collections, reader services, or automation. Following that concise theoretical treatment is a case study of that topic as treated in the author's own library. A tenth chapter covers library building planning "in an era of financial constraint."

The several chapters range in quality from very good to superb; and the first one by J. F. Stirling of Exeter, which treats "The Library within the University," is the latter. Stirling provides an excellent section on relations with the university at large, finance, and staff structure. For example, he writes about a change gradually taking place in British academic libraries that affects staffing structures: "The decreased mobility of senior library staff over the past decade has meant that the proportion of older to younger members of the academic-related grades has grown steadily. Consequently, there is now a large body of experienced men and women in academic libraries who see no prospects of promotion, either in their own institution or elsewhere, but who wish to contribute in a greater measure than has been possible in the past to the running of their library. This mirrors the situation in academic departments and has led to a demand for a more general staff-representation on library committees, and for involvement in library management."

Stirling adds somewhat later: "While it is important that there be good communication at all levels within the library and that 'there be appropriate consultation and participation of interested and competent staff members on important decisions affecting them,' it is equally important to remember that 'the library's critical strategy decisions involve a world outside the library and must usually be made by the director and his chief associates. Staff committees can give good advice on such matters, but they simply do not have the information, the knowledge, or the perspective required to make those decisions — and they cannot take responsibility for the results.' " (The interior quotations were from Richard DeGennaro.)

The authors provide political as well as administrative factors. There are a good amount of useful statistical data, some exemplary tables, and a good set of references that include American as well as British publications of recent date.

The authors intended that the case-study approach serve as a general textbook of university librarianship, replacing the *Manual of University and College Library Practice* issued forty years ago by the Library Association and edited by Woledge and Page. The present volume is identical in size and may well be intended as a manual to supplement the ten-year-old *Introduction to University Library Administration* by James Thompson of Reading. Thus, the volume is intended for two purposes — "Firstly, it will bring home to the student that there is seldom one definitive answer to a given set of problems and that theory must be adapted to a particular local circumstance. Secondly, at a time when there is less opportunity for librarians to move between institutions to climb the promotional ladder and enrich their experience, a glimpse into the workings of other libraries could be especially useful." The volume has succeeded well in these purposes.

Some of the flavor of the treatment may be of interest. Speaking of automation, A. J. Evans states that at Loughborough, "many mistakes have been made and blind alleys ventured into, although this is not atypical of any research and development program. Whether such errors ever appear in the liter-

ature is another question. It may be said without undue cynicism that the converse is possibly nearer the truth—there is little doubt that the literature is well dotted with 'gleams in the eye' and hopes that have as yet not come to fruition." C. K. Balmforth, in treating management information, reminds us that "the medieval chained book implies an earlier decision based on the statistics of theft, or conceivably on even more reliable data about the Fall of Man." And R. F. Eatwell of Surrey has a sound and contemporary treatment of what we Americans call bibliographic instruction.

The volume reads easily, has a commendable index, is on nonacidic paper, has a brief glossary (the only curiosity being that OCLC is explained as the "Ohio College Library Centre"), and the masculine pronoun is seen to be the accepted editorial style of the Library Association.—*David C. Weber, Stanford University, Stanford, California.*

Martin, Murray S. *Issues in Personnel Management in Academic Libraries.* Foundations in Library and Information Science, V.14. Greenwich, Conn.: Jai Press, 1981. 266p. LC 81-81649. ISBN 0-89232-136-9.

This book, as stated in the preface, "is not intended to be a comprehensive guide to personnel practices, but rather a consideration of major issues which are likely to persist over the next decade." The author's intention is to show how research in sociology, operations, management, and organization can be drawn upon to improve personnel management in libraries, and he approaches this goal through a series of essays on a broad range of topics, ranging from the rationale for personnel management to libraries and the future.

The author demonstrates a sophisticated knowledge of primary sources in his discussion of such familiar territory as the organization of libraries, leadership, professionalism, communication, staff development, management styles, and salaries. His approach, however, is often fresh, providing new insights into issues that academic librarians have been grappling with for decades. Not the least of the strengths of the book is its clear, concise, and fluid writing style. One leaves the book with the feeling of having spent several worthwhile hours with a knowledgeable, concerned, and justifiably critical academic library administrator.

Martin offers no easy solution to the many problems in personnel management facing academic librarianship, but he seems to be optimistic about their eventual resolution despite his recognition of the inertia inherent in the profession. For example, in the chapter on "The Organization of Libraries," he briefly discusses the harsh realities of insufficient funds for library support in a period of manifest technological change. It may be clear to some that these realities cry out for innovative, if not revolutionary, approaches to the organization of academic libraries. Martin, in quoting Brunelle, points out that "academic libraries seem better prepared to provide stability than to initiate change." The danger of such tendencies is clear: "As heirs of a conservative tradition, and as managers within a conservative academic environment, today's librarians are faced with the difficult choice of introducing change quickly and effectively or surrendering their role in the information world." Many would argue that academic librarians have already abrogated their responsibilities to the information world. But, although Martin acknowledges that "the last few years have been remarkable for nothing so much as for failure to unite the libraries of the country in the face of these changes," he holds out hope that academic libraries will meet the challenges of the technological revolution and emerge with much different organizational structures in the years ahead.

It is undoubtedly a moot question, but could academic librarians have come to grips with such pressing problems as technological change and library education in the 1970s if less time had been spent on the status of librarians in books, articles, and seemingly endless discourses at ALA Council meetings? Unfortunately, however, the problems of professionalism and status are still with us. Perhaps the author sums it up for too many academic librarians when he states that like the old adage about money, "Nobody discusses status as much as those who don't have it." Faculty status, which promised to provide all the answers for some in the early 1970s, has failed to live up to the great expectations for many who lobbied long and hard for its recognition at their home institutions