

Letters

To the Editor:

I just read Nicholas Burckel's [January 1984] *C&RL* article, "Participatory Management in Academic Libraries: A Review." It does a nice job of sequencing the published commentary on the topic. It makes an error that I find common in library literature: it fails to discriminate between opinion and research data, giving equal value to both.

While Beverly Lynch, Louis Kaplan, and Jim Govan expressed reservations about the value of participative management and suggested possible concerns, some of which I share, still none of them explained away the empirical evidence of my study that supported the theory. The facts still remain that management style explained 40 percent of the variance in overall job satisfaction, overall job satisfaction explained 33 percent of the variance in overall faculty evaluation of the library, and both of those relations are significant at the 1 percent level. Those relationships were too strong to be accidental, and others' rationalizing of them does not explain them away.

A paper not included but deserving attention was "Faculty Status and Librarians: The Rationale and the Case of Illinois," by Robert G. Sewell (*C&RL*, 44:212-22, May 1983). Sewell claimed that applying the principles of collegiality and focusing them on faculty status has resulted in great increases in research and publishing while maintaining a high rate of technical processing. I find his factual account much more compelling than the rationalizing of administrators who prefer the security of bureaucratic patterns to the challenge of changing to a new but better way of managing.

M. P. MARCHANT
Professor, Brigham Young University

To the Editor:

Having just read John N. Olsgaard's [January 1984] article "Characteristics of 'Success' among Academic Librarians," I was moved to put pen to paper because I believe that the conclusions he has drawn from the data relating to publications are seriously flawed.

Unless Mr. Olsgaard verified with each biographee the actual number of articles or books published, he has counted a very incomplete and uneven number of publications. Normally, the editors of a *Who's Who* ask each biographee to submit a list of the publications that he/she wants included in his/her entry. I suspect that what is listed is much less than each biographee's actual publishing output.

For example, my entry in *Who's Who in Library and Information Services* lists five articles. In reality, I have published thirteen journal articles, and at least seven separate reports or monographs. I suspect that most of my colleagues have done as I did and have listed only a few of their most salient publications. The more modest biographees may in fact have listed proportionately less than is merited by their publication record.

Therefore, I seriously doubt that the mean publication rate is as low as 2.0 for the men and 1.1 for the women who are successful academic librarians. If we hypothesize that women are more modest than men, it may in fact not be true that we have a lower mean publication rate.

If one have learned a lesson from Mr. Olsgaard's research. In future, in order to ensure that I am not being too modest—and hence guilty of contributing to an underrepresenta-

tion of the achievements of female librarians—I will add many more titles to the lists of publications under my name in various Who's Who directories. I would urge my female colleagues to do the same. Maybe this simple effort will result in a profile of our profession that shows that women have a higher mean publication rate, at a younger age, than our counterparts of the opposite gender.

ANNE WOODSWORTH

Associate Provost and Director of University Libraries
University of Pittsburgh

ON BOOKS, BUDGETS, AND PRESIDENTIAL PRIORITIES

To the Editor:

Some years ago a highly placed official at the University of Pittsburgh was asked if he thought that the library was the center around which the university revolved. "Oh no," he replied, "That may have been the case in the past, but now in 1977, it is the computer center which allows the university to function effectively." This reply construes the image of a college or university solely in physical terms; however, the intellectual center is still the research library collection. Hence, the hallmark of excellence in universities is that library acquisition budgets are maintained even during difficult times.

An inadequate journal or reference collection will have a negative impact on the quality and timeliness of experimental and scholarly research, as well as on the essential contribution to excellence in teaching. Virtually everyone in higher education is aware of this, and President William S. Banowsky of the University of Oklahoma articulates this position clearly and concisely: "Without an excellent library no university can fulfill its responsibilities either to instruction or research. No priority can be higher, no progress more consequential than the achievement of excellence in our university libraries."

Despite this generally acknowledged perspective, we hear time and again of budget cuts that have forced college and university libraries to curtail monographic purchases or cancel subscriptions to journals and other serial publications. The library's budget is an easy target, and university officials will opt for expedience, tapping the library's acquisition budget rather than making more difficult choices.

For library administrators, one solution to this pressing problem is to seek outside funding from state or federal granting agencies and to solicit the private sector for endowments or other enrichment monies. Although these activities take a great deal of preparation and groundwork, perhaps the most immediate approach is for on-campus faculty leaders to mount a well-organized grassroots campaign in order to convince the president that the library requires the highest possible priority, even in times of financial crisis.

Set out below are several strategies which could be pursued when approaching the president.

1. Severe budget cuts anticipated in the library must be brought to the close attention of the president, who will then be able to take faculty and student interest into account. This is precisely what a 1979-80 report to the president of the University of Connecticut accomplished. The president is now "far less likely to look again to the library as a target of opportunity when financial savings must be made." Furthermore, a president who refuses to distinguish among a research library, teaching departments, and the physical plant is bound to exacerbate a difficult situation. Consider President Hanly Funderburk's plight at Auburn University. He refused to exempt the library from budgetary cuts, an action which resulted in the belief that he was anti-intellectual, and a perspective which may have influenced his ultimate decision to relinquish the presidency.

2. Urge faculty, staff, students, and alumni to influence the president on behalf of the library through petitions, letters, calls and cables. Ask the media to be helpful by giving the issue visibility.

3. Tailor the campaign toward the president's point of view and his strengths and weak-

nesses. Be aware that the president must accommodate political pressure outside the immediate environs of the university.

4. It is important to be specific. A detailed list of proposed journal cancellations and the effects these may have on the quality of research and teaching can be surprisingly effective.

5. Perhaps the most important point is for the academic community to avoid an apathetic response. Those who care must motivate those who should care. The president must be fully aware of both the seriousness of the library's plight and the strong feelings of the academic community.

Despite the online revolution, with immediate computer access to vast quantities of information on home and library terminals, and auguries of a paperless society, the printed word remains the primary vehicle for scholarly communication. The college or university library, as the storehouse of this material, must be given strong and unwavering financial support. The quality of the institution, respect for its graduates and research, accreditation, national recognition, and membership in prestigious associations and organizations all depend on it. It may be a president's priority in times of financial exigency to state unequivocally that the library's acquisitions budget must be protected.

JEANNE G. HOWARD

Assistant Professor/Chemistry-Mathematics Librarian

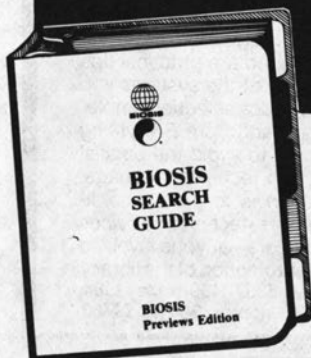
and

ROBERT HAUPTMAN

Assistant Professor/Humanities Librarian

University of Oklahoma, Norman

WHAT MAKES THE NEW 1983 *BIOSIS SEARCH GUIDE* THE BEST EDITION YET?

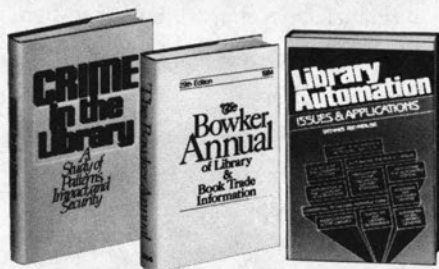


- A new **CONCEPT CODE SUBJECT GUIDE** listing more than 5,000 subjects in all areas of biology and biomedicine.
- An expanded and enriched (more than 3200 new entries) **MASTER INDEX** to the languages of **BIOSIS Previews**.
- A new **INDEX TO BIOSYSTEMATIC CODES BY BACTERIAL GENERA** that lists over 500 bacterial genera.
- An updated **CONTENT GUIDE** containing abstract text searching hints, drug terms, and much more.
- An expanded **PROFILE GUIDE** that discusses search strategy development

The price? Just \$75.00. Order toll-free in USA (800) 523-4806 (outside PA).

For further information, or to place your order, contact: BioSciences Information Service, Customer Services, 2100 Arch Street, Philadelphia, PA 19103-1399. Call (215) 587-4800. Telex 831739.

New library tools with practical library applications from Bowker



THE BOWKER ANNUAL OF LIBRARY & BOOK TRADE INFORMATION 1984

29th Edition

This reliable reference for the library field is now better than ever, completely updated—and re-formatted for easier reading and reference. The new *Bowker Annual* is full of more facts, figures, and statistics you'll use and value daily! For budgeting, forecasting, planning... *The Bowker Annual* provides detailed coverage of the trends, the events, and the news that affect your profession. This year, there's more of the practical data you need, more of the pertinent information you want... Information on funding, automation, developments in professional associations, legislation, networking, library education, the library labor market—and much much more. *The Bowker Annual*... New, improved, and even more indispensable for library professionals. Published annually and available on standing order. ISBN 0-8352-1872-4. May 1984. approx. 704 pp. \$60.00.

CRIME IN THE LIBRARY

A Study of Patterns, Impact, and Security
By Alan Jay Lincoln, Ph.D.

Criminal or disruptive acts occur in the library as they do in any public place... And the problem is growing. *Crime in the Library* provides practical background and guidance on dealing with this problem, minimizing its effect on staff and patrons—and implementing low-cost security options. There are case studies of specific incidents and how they were resolved, statistics on national crime patterns, profiles of high risk areas and typical violators... And much more. No library professional in a facility of any size should be without this important new book.

ISBN 0-8352-1863-5. February 1984.

179 pp. \$26.95

LIBRARY AUTOMATION:

Issues and Applications
By Dennis Reynolds

The question today isn't "Will you automate?" It's "How and to what extent?" You'll use this new overview and guide to help you plan and implement automation at any level within the library. This volume covers the complete background of automated systems, their development, the vendors, and the specific applications. Included are practical tips for initial evaluation of the systems you need, funding, vendor selection, implementation, training and more. *Everything* you need to know to avoid the pitfalls! Written in clear, non-technical language, *Library Automation* is for librarians, library administrators, technical services staff, financial officers—anyone involved in any way with automation of the library.

ISBN 0-8352-1489-3. May 1984.

approx. 304 pp. \$37.50.

R.R. BOWKER
THE INFORMATION COMPANY

Order Dept., P.O. Box 1807 Ann Arbor, MI 48106
Or Call Toll-Free: 1-800-521-8110

Yes! I want to put these professional tools to work for me. Send me the following.

_____ copies *The Bowker Annual* 1984 ISBN 0-8352-1872-4. \$60.00.

_____ copies *Crime in the Library* ISBN 0-8352-1863-5. \$26.95.

_____ copies *Library Automation* ISBN 0-8352-1489-3. \$37.50.

Please Bill Payment Enclosed

Purchase Order # _____ (enc.) Tax Exemption # _____

Please charge my purchase to:

_____ Visa _____ MasterCard _____ American Express

Card Number _____ UCR

Expiration Date _____

Inter Bank Number (if applicable) _____

Name _____ Title _____

Institution _____

Address _____ City/State/Zip _____

Prices are subject to change without notice and are applicable in the United States and Canada; 10% higher in other Western Hemisphere countries. All invoices are payable in U.S. dollars. Applicable sales tax must be included. Shipping and handling will be added.