

(p.29 and 37), raise further questions of reliability.

Shortcomings notwithstanding, this volume brings together good information, and its overall message is unmistakably positive. While acknowledging the naysayers, the contributors obviously expect multitype library cooperation to continue as a significant influence at all levels, with the states as the focal points. The most serious hazard, alluded to again and again, is the scarcity of stable (state-based) financial support, and the shining light, also recognized repeatedly, has thus far been the bountiful but unpredictable Library Services and Construction Act, the text of which is given in an appendix. An annotated bibliography of selected sources covering 1970-75 provides a useful guide to wider reading.—*Mary A. McKenzie, Executive Director, New England Library Board, Hartford, Connecticut.*

Thompson, James. *A History of the Principles of Librarianship*. London: Clive Bingley; Hamden, Conn.: Linnet Books, 1977. 236p. \$10.00 LC 77-3335. ISBN 0-85157-241-3 Bingley; 0-208-01661-9 Linnet.

This is a fascinating book that seeks to establish the historical foundations for a current theory of librarianship. It was written by the librarian of the University of Reading in England.

Thompson reveals seventeen principles of librarianship and discusses them in a historical context. Briefly, these principles are: libraries are created by society; libraries are conserved by society; libraries are for the storage and dissemination of knowledge; libraries are centers of power; libraries are for all; libraries must grow; a national library should contain all national literature, with some representation of other national literatures; every book is of use; a librarian must be a person of education; a librarian is an educator; a librarian's role can only be an important one if it is fully integrated into the prevailing social and political system; a librarian needs training and/or apprenticeship; it is a librarian's duty to increase the stock of his or her library; a library must be arranged in some kind of order, and a list of its contents provided; since libraries are

storehouses of knowledge, they should be arranged according to subject; practical convenience should dictate how subjects are to be grouped in a library; and a library must have a subject catalog.

Each of these principles is treated in great detail, and convincing evidence is provided from numerous sources. Though written from a British perspective, examples are given from U.S. library history, as well as that of Great Britain, and world library history going back 3,000 years. Footnotes lead to references at the end of each chapter. A selected bibliography appears at the end. The book is written in a readable style, though there is at times repetition of content under the various principles.

This is a unique approach to library history and would be a valuable book for all librarians needing reinforcement of the historical traditions of their profession. It should be purchased by all libraries having even a relatively small library science collection. *A History of the Principles of Librarianship* would, of course, be of special value to students of library history.

Readers of this work will also want to read Thompson's *Library Power* (1974), a companion volume attempting to promote a philosophy of librarianship based on certain well-proved principles.—*George S. Bobinski, Dean and Professor, School of Information and Library Studies, State University of New York at Buffalo.*

Library Budgeting: Critical Challenges for the Future. Edited by Sul H. Lee. Library Management Series, no. 3. Ann Arbor, Mich.: Pierian Press, 1977. 111p. \$10.00. LC 77-85231. ISBN 0-87650-083-1.

For those librarians who have slept through the past several years and who thus have had no opportunity to keep up with the vast literature on planning, resource allocation, scientific management, and other budget-related responses to the current fiscal stringencies facing academic libraries, here is a slim volume that can fill in the lacunae painlessly, provided one is after only a brief overview of the field.

For the wakeful and reading librarian there isn't too much here that is new: most

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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