munication and education profession. Their patrons, on the other hand, regard them as aloof, pedantic document shufflers. She believes this negative image has changed little in eighty years despite major changes in the profession during that time.

Although the study was creatively designed, the analysis of the statistical findings lacks depth. The scope of the topic is so broad that some aspects are treated superficially. Sampling techniques are inadequately described, and there is not enough comparison from chapter to chapter. The writing style is conversational ("Tough luck for ex-librarian Mum who fears she may be turning into a cabbage"), which adds some zest to the dry statistics, but the author uses too much jargon to suit this reviewer (e.g., "negative feedback loop mode of operation" and "terminological scatter"). Quotes from punk rock singers and a bizarre restyling of Shakespeare's life are examples of some of the incongruous interjections in this study. Numerous typographical errors contribute to the impression that the study was published too quickly in an effort to keep it timely. Despite these criticisms, the book does contain much to fascinate those interested in the topic.—*Janet L. Ashley, State University of New York, College at Oneonta.*

Johnson, Edward R., and Mann, Stuart H. ***Organization Development for Academic Libraries: An Evaluation of the Management Review and Analysis Program.*** Contributions in Librarianship and Information Science, no.28. Westport, Conn.: Greenwood Pr., 1980. 199p. $19.95. LC 79-8289. ISBN 0-313-21373-9. ISSN 0084-0243.

"Know thy library" and make it better is the basic premise of the Management Review and Analysis Program (MRAP). A program that is now nearing the end of a decade of almost constant evolvement, MRAP is sponsored by the Association of Research Libraries and assisted principally by grants from the Council of Library Resources, Inc. (CLR). Since little about the program has appeared in the literature, MRAP, a freely chosen, self-evaluation process, and its participants have acquired an unnecessary mystique. This compact and judicious volume at last takes the "wraps" off MRAP.

The research core of the book was supported by a grant from CLR. One of its two authors, Edward Johnson, served as chairperson of the Pennsylvania State University Libraries MRAP Study Team, and after "several thousand man-hours of intense and sometimes frustrating work" in using MRAP thought its overall impact worth examining. His co-investigator was Stuart Mann, a professor of operations research at Penn State with an interest in library operations. Their statitical analyses and careful, almost understated assessments add definite credence to the study.

A brief but helpful explanation of planning and organization development (OD), itself a growing influence on libraries, constitutes chapters 2 and 3, including a useful outline of earlier self-studies at Columbia, Cornell, and Chicago. Duane Webster, indefatigable director of ARL's Office of Management Studies (OMS) and responsible for MRAP's development, describes it in chapter 4. Chapters 5 and 6 provide the methods and quantitative summaries analyzing MRAP's impact on libraries and staff. Chapter 7 presents conclusions and recommendations. Appendixes include examples of questionnaires used.

By the beginning date of the study (May 1976), twenty-two research and university libraries had undergone MRAP. Three—Iowa State, Purdue, and Tennessee—participated in the pilot operation designed to test the program starting in August 1972. From this and later groups Johnson and Mann selected ten libraries for the most intensive phase of the study, a decision based on finances and time. They note some directors declined to participate or did not respond; they also recognize this may have had a biasing effect on the results. Questionnaires (with remarkable return rates), face-to-face interviews, and Delphi panels of participants were all part of the techniques utilized.

Self-assessment is an appealing, if easily criticized process and promises to continue as a standard for libraries. Nevertheless, as the authors point out, it is time consuming and requires a conscious, clear appraisal—and no small dash of courage—before in-

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itiating. Implementation is seen as essential to its eventual success, yet all must also be aware of what Bennis terms "the politics of change" and the challenge it portends, especially in "diffuse power structures," a term well applied to academic and research libraries.[1]

MRAP is no longer new, and with OMS' constant refinement and development of it and other self-assisted programs, it has grown to be a mature and helpful companion. The caveat remains that MRAP can be but a beginning in organizational development. Managing change and its processes is complex; the wider the arsenal of tools, the better. Wisely, too, it has been recommended that the MRAP process be modified to ensure a role for library directors, since implementation must largely be their responsibility. Earlier this role had been "apart from the process."

Unlike many OD processes, MRAP has now been assessed. While more research and evaluation of it is needed, this organization development program as a planning mechanism, say Johnson and Mann, has been shown to be quite effective. So, too, is their tight and meaty report. While obviously of major interest to MRAPians, old and to come, there is succinct fodder here for managers and others interested in organizational change. One note comes across quite clearly: managing change requires sensibility, and, as the authors point out in a quote, "Evaluation . . . involves more than judging; it also encompasses understanding. . . ."—*Warren B. Kuhn, Iowa State University, Ames.*

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1. Warren G. Bennis, *Organization Development: Its Nature, Origins and Prospects* (Reading, Mass.: Addison Wesley, 1969).

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