tion, System) model. His best contribution is found in his explanation of the EFDR chain (Evaluation, Feedback, Decision, Recycling). Although this, too, is already in library planning literature, it has never been explained better. Goldberg's result is very similar to a 1965 framework for planning and control systems. Of course, that was done by a "business" person.

Few librarians will question the value that intellectual methodology offers library decision makers in selecting among alternative models for library planning. All that Goldberg develops is correct. It has to be, for it is well documented in the literature. The result is a reinvention of the wheel. Admittedly, it is nicely reinvented. What bothers me most about the book is that it runs the risk of being used as a reason not to plan. That is, potential planners might question the value of planning if it took a whole volume just to describe a model. Planners might become so involved with the intellectual process that they end up not able to do any planning.

The fact is, there are many planning models being used by library planners. This was true when Goldberg began his research. I would have much preferred it if Goldberg had spent his time and energies describing how planning was being done successfully. Planning was alive and well in Nebraska, Washington, Tulsa, New York, and other places. Librarians could have benefited from a study of these successful models, and most importantly, librarians could have benefitted from Goldberg's pen being put to this activity.

Library management is moving forward in new ways which will affect far more than program development. Every activity is already being affected. Not only are programs being planned, so are projects. It is not a matter of choosing a "closed" or "open" model, but a matter of getting started with any model. Borrowing from an English proverb—goose, gander, and gosling are three sounds, but one thing.—*Robert E. Kemper, Director of Libraries, Northern Arizona University, Flagstaff.*

Bryan, Harrison. *University Libraries in Britain: A New Look.* London: Clive Bingley; Hamden, Conn.: Linnet, 1976.

192p. $8.50. LC 76-15273. ISBN 0-85157-218-9 Bingley; 0-208-01532-9 Linnet.

Granted leave from the University of Queensland in 1957-58, Harrison Bryan undertook a six-month visit to university libraries in Great Britain, preparing a thesis recording his views of English academic librarianship. Unfortunately for the profession, eight years were to pass before the Libraries Board of South Australia published his report, entitled *A Critical Survey of University Libraries and Librarianship in Great Britain.*

Eighteen years later in 1975, Harrison Bryan, now university librarian of the University of Sydney, again had a study leave to survey English university libraries. Happily, only one year was to pass before the report of his new survey, the volume under review, was published. It is an excellent report.

In his introduction Bryan warns of the problems of covering adequately the sixty-one libraries he visited in a six-month period. He terms himself a "taster of libraries," albeit one who has supplemented his brief visits with further reading and study.

There are two particular features to this volume which give it a very special value. First, as "a new look," the volume uses the previous report from 1957-58 as a base against which comparisons are made of English academic library development. It was a period of major growth for all academic libraries, reaching its peak with the Parry Report of 1967, giving official support to the need for increasing financial support to university libraries, but coming back rudely to earth less than a decade later with the 1976 report of the Atkinson committee (reviewed in the July 1977 issue of *C&RL*) with its concept of the self-renewing library. Bryan anticipates the conclusions of this committee in his discussions of collections and buildings.

Second, throughout the volume Bryan compares the state of English academic libraries with the condition of those in his homeland. Bryan's pride at Australian achievements is evidenced throughout. But for the non-English non-Australian reader this volume has a double value as it intro-

duces one to the libraries of two different, yet related, nations.

There is a short introductory chapter on the development of higher education in Great Britain. The volume then is divided into two principal parts. The first features individual chapters on such topics as finances, collections, buildings, staff, technical services, reader services, automation, and relations outside the university. Bryan has prepared a number of tables to summarize some of this data, including several comparisons with Australian institutions.

The second part discusses in several chapters individual libraries, according to basic type—Oxbridge, Scottish greystone, London, civic universities (divided among "the big four," "the lesser five," and "the second generation"), Wales, the "new foundations" (primarily those schools established since the time of Bryan's earlier visit), and the "translations" (universities which were formerly colleges of advanced technology or similar institutions). Although this section may have a particular reference value, the reader unfamiliar with the territory will find it less rewarding as the many libraries, each too briefly discussed, lose their individual identities. Maps and photographs would have proved a major asset.

Although the volume is less than 200 pages in length, the author has assembled in it a wealth of information, and it is thus a valuable resource for all academic librarians wishing an introduction to English and Australian academic librarianship.—*Richard D. Johnson, State University of New York, College at Oneonta.*

Orr, J. M. *Libraries as Communication Systems.* Contributions in Librarianship and Information Science, number 17. Westport, Conn.: Greenwood Press, 1977. 220p. $14.95. LC 76-8739. ISBN 0-8371-8936-5.

This collection of interesting, well-written essays on library science is organized according to a pattern suggested by "general systems theory," which, the author feels, makes it possible to construct a philosophy of libraries and librarianship. Orr's discovery of this theory has offered him "the opportunity of organizing many random ventures from previous work." Thus seventeen essays are grouped under such headings as "The Nature of the Store," "Feedback from the Memory," and "The Effect of the System."

In the first chapter, "Systems Theory," he explains the seven laws of general systems theory and then postulates a definition of a library based on these laws. Again in the "Résumé" at the end of the book, the postulated definition, which the author feels the intervening chapters have supported, is rephrased as follows:

A library is a communicatory tool created by man to complement his own deficient memory. It is a store for his graphically produced records no matter what their format. Its relationship with man is cyclic; it feeds his mind with information, much of which is reprocessed and returned to the library. The library system therefore exhibits growth. Its real effect on society is probabalistic, but over a length of time it undoubtedly helps it to change. In the long term, it is a complementary system to other communicatory tools of man, but in the short term it is competitive with other communication media.

Despite this somewhat forbidding theoretical framework, the reader need not fear that it is necessary to be a systems analyst or a philosopher to benefit from this book. The chapters cover such familiar subjects as the history of the book; the history of libraries; the growth of recorded information; problems of preservation, access, and classification; and the effects on the public of reading, pornography, and libraries themselves.

Most chapters conform to a pattern providing a brief explanation of how the topic fits into general systems theory, a historical survey of the subject, and contemporary examples, where relevant, chosen mainly from British sources but including some others, particularly American. Citations in the notes are all to well-known texts mostly familiar to library science collections. Headings can be somewhat misleading. The section called "The Nature of the Store" might be expected to discuss principally books,