tering the whole research process, especially in the sciences, beginning researchers ought to be familiar with these options.

These curious omissions in an otherwise detailed literature guide hint at a certain territoriality and suggest an amount of uncertainty. In an age when personal computers are becoming commonplace in dormitory rooms, instructional literature research guides may need to take on a considerably different form. Use of *Literature Searching* in a research methods class would require the instructor to expand the definitions provided for the use, scope, and access to computerized files.

Despite their diversity, these three books uniformly offer evidence of uncertainty and ambivalence among librarians concerning their future role in the online searching process. Wilson, confronted with disturbing survey results, has little choice but to question the necessity of poorly trained librarian intermediaries. Gilreath's attempts to give end users and librarians alike a piece of the pie relegate his book to a no-person's-land. Unsure about where information technology belongs in library instruction, Pritchard and Scott narrowly define its possibilities and confine it safely to the discretion of the librarian expert. Electronic information is not only here to stay, it is, in increasingly numerous cases, all there is. In the face of this reality, librarians seem justifiably insecure about whether either of these phrases apply to themselves.—*Constance Miller, University of Illinois at Chicago.*

Financial Planning for Libraries. Ed. by Murray S. Martin. New York: Haworth, 1983. 140p. $20. ISBN 0-86656-118-8.

Readers of the *Journal of Library Administration* will recognize this work as volume 3, numbers 3/4, Fall/Winter 1982. This special issue of the journal, guest edited by Murray Martin, has now been published as a hardcover monograph. Contextually, however, it remains a collection of nine articles, not chapters, preceded by Martin's introduction outlining issues in academic library financial planning. The work is divided into two parts: I. General Financial Principles and II. Issues in Specific Budget Categories. Although linked by the underlying theme, the articles have no further relationship. Each retains its own style, level of scholarship, specificity, and level of treatment.

Since all but one of the authors works in the academic arena, it is no surprise that their articles are directed to academic librarians and draw examples from academic libraries. Harold Jenkins directs his article, "Returning to the Unified Theory of Budgeting: An Umbrella Concept for Public Libraries," to public library administrators. Unfortunately, it offers nothing of real substance for these readers. Jenkins argues that it is time to give up jingoistic budgeting approaches and return to planning and budgeting techniques characterized by the administrator's clear understanding of the library's mission and operation. Although there's little to dispute regarding these principles, there's not much substance either. Besides, it's remarkable that anyone could write about public library planning and budgeting today without even a casual reference to Vernon Palmour's *Planning Process for Public Libraries* (1980) which has had an inestimable impact on thinking is this area.

For those interested in academic library budgeting or planning/budgeting generally, the remaining articles may prove useful. Although weakly researched, Duane Webster's paper, "Issues in the Financial Management of Research Libraries," is a cogent appraisal of the current financial environment of large academic libraries. His advice for internal and external strategies for meeting the challenges of this environment are too general to be of direct use but provide a well-targeted outline for more detailed study.

Edward R. Johnson's "Financial Planning Needs of Publicly Supported Academic Libraries in the 1980s: Politics as Usual" reports a survey of library administrators in fifty-five medium-sized academic libraries. His observations and conclusions are based upon the opinions of the thirty-eight administrators that completed and returned the survey. As such, some readers may find this distillation of opinion useful, but most of it will not provide insights for anyone who is familiar

with present academic library problems and needs.

In his "Planning and Finance: A Strategic Level Model of the University Library," Jerome Yavarkovsky provides the book's most substantive article. He describes a two-dimensional model which relates elements of income and expense (one dimension) to the library's service programs (the second dimension). For library administrators now learning to use microcomputer spreadsheet software, the article provides an extremely useful conceptual structure. Yavarkovsky correctly notes that the usefulness of the two-dimensional model depends upon the definition of financial variables and service programs for which he suggests definitions. Although he mentions data collection and, from time to time, comments on relationships of expense and income to values in the service program dimension, these are not treated in any depth. It is up to the user of the model to determine how income and expense will vary depending upon the level of activity and service program configuration. The model provides a useful way to visualize how changes in services impact the library's financial environment.

Bommer and Charba's "Academic Library Decision Support Systems" is the book's most thought provoking article. It focuses on the management information needed for more effective planning and decision making. The authors succeed in clarifying the link between various levels of decision (strategic planning, management control, and operational control), decision tasks, and specific information needs in eight functional decision areas. The article ends with a brief discussion of "Decision Support Systems" (DSS) and a model for a DSS to support decisions in an academic library. It is a satisfying glimpse of the concept that readers may want to pursue further in the authors' 1982 monograph, *Decision Making for Library Management*.

The four articles in Part II look at issues in budgeting for personnel, collection management, interlibrary loan, and miscellaneous expenditures. In "Salary Planning," Paul Gherman covers a full range of personnel issues bearing on salaries. Like most surveys of issues, it is valuable primarily for those needing a basic introduction. The article's general thrust suggests more ability to impact salary structures than is often the case in academic library environments. It is difficult to dispute, however, the need to develop a strong, articulate voice in these matters; so, the attention that Gherman recommends we give to salary planning is important despite our apparent inability to affect salary structures directly.

Fred Lynden's "Financial Planning for Collection Management" provides a very useful guide to data sources for collection development planning and budgeting. Although he notes factors to be considered in developing a budget, he does not propose a process or model. In his conclusion, Lynden argues that proposing a single course of action would be inappropriate because every institution has its own idiosyncracies. Just the same, one wonders if a model, providing a framework for budgetary planning while allowing for individual differences among institutions, could not have been added to this otherwise useful discussion.

Sherman Hayes salutes the Rodney Dangerfield areas of expense in his "Budgeting for and Controlling the Cost of *Other* in Library Expenditures: the Distant Relative in the Budgetary Process." The article defines "other" expense as those library expenditures which are neither personnel or library materials. Hayes discusses the size and composition of these other expenses, then ends with a list of techniques to control these costs. Although there's no reference to LAMA Budgeting, Accounting, Costs and Finance Committee's 1980 pamphlet, "Planning Guide for Managing Cutbacks," readers interested in cost controls may find it a useful addition to Hayes' article.

Finally, in "Interlibrary Loan and Resource Sharing: New Approaches," Noelene Martin discusses the impact of bibliographic networks on the concept of resource sharing. This paper illuminates emerging issues and discusses their financial implications. Although it would pro-

vide very little practical assistance in budget planning, this paper may trigger some rethinking of internal resource allocations for interlibrary loan and collection development.

This collection of articles provides an often interesting sampler of issues in library financing. In some articles, it approaches the substance of a buffet dinner but, ultimately, lacks the fulfillment of a well designed, satisfying meal.—*Gary M. Shirk, Yankee Book Peddler, Inc.*

Saffady, William. *Introduction to Automation for Librarians.* Chicago, American Library Assn. 1983. 312p. $35. LC 83-7164. ISBN 0-8389-0386-X.

The author indicates that "this book is intended for librarians, information specialists, library school students, and others who want a tutorial survey . . . of information processing technology. . . ." The first section of the book would also serve very well for any individual, even one not particularly interested in libraries, who needs a basic understanding of computers and how they work.

The first section of the book, entitled "The Fundamentals," sets forth a basic introduction to computer hardware, software, and various data processing concepts, such as batch and online processing, separate file and database management methods of data organization, centralized and distributed processing, and types of computer networks. There is enough historical background to make the reader understand how hardware and software capabilities have changed, but there is no attempt to provide a complete history of the field. The paragraphs on binary coding and the table comparing ASCII and EBCDIC coding schemes are a much clearer presentation than most such explanations.

The emphasis is on systems capable of running large-scale library applications, with a brief comment on microcomputers. There is also a separate chapter on automated office systems, including facsimile transmission, videodiscs, copying machines, microfilm, dictation equipment, and automated text processing. This is an extremely important area that many librarians overlook in their desire to automate bibliographic processes and to provide their users with online access to the commercial data bases.

The second section of the book, which is almost exactly half of the total work, deals with library applications of automation, with separate chapters on computerized circulation control systems, automated cataloging, automated reference service, and automated acquisitions and serials control. In the chapter on cataloging, the sections on the MARC format and the bibliographic utilities are particularly useful.

As is always the case with Mr. Saffady's work, the book is well and clearly written. It is provided with numerous useful illustrations and has an extensive list of suggested readings at the end of each chapter. It should be read by all librarians who are, or are going to be, involved with library automation. Unfortunately, as is always the case with a work of this sort, it is already somewhat out-of-date; hopefully, plans for a future editions are being made.—*Louis A. Schultheiss, University of Illinois at Chicago.*

Bulick, Stephen. *Structure and Subject Interaction: Toward a Sociology of Knowledge in the Social Sciences.* New York: Dekker, 1982. 250p. (Books in Library and Information Science, No. 41) $35. LC 82-17140. ISBN 0-8247-1847-X.

In the final chapter—entitled "So What?"—of this brave and thoughtful book, Stephen Bulick summarizes the questions he has asked and the conclusions he has drawn: "The two themes mainly in the author's mind during the course of this work were the sociology of knowledge and the development and maintenance of library collections. It was almost a revelation to come to the conclusion that the latter may be a practical application of the former. Or, more accurately, its operational extension." (p.160) Readers who have followed his argument to its conclusion will almost surely agree that the link between these seemingly distant domains, first suggested by James C. Baughman, has been established.

Recognizing that circulation data can speak to the same bibliometric questions