They Manage? Will They Lead?"

The physical make-up of the book needs more attention. Better use of the space, consistency in starting sections on a new page, and placement of notes with their respective sections would make for a much neater publication. Complete citations for the items listed in the Additional Readings should be provided somewhere. Librarians are always telling users to get the complete citation—date, pages, volume, etc., and yet we do not follow our own very good advice. In order to establish a frame of reference for what the authors are saying, some information about their backgrounds is necessary. A list of contributors and their affiliations would be helpful.

These problems aside, this book does provide a good collection of readings, especially for library science students. Students barely have enough time to keep up with the library literature much less with management literature, so exposing them to a few choice tidbits may increase their awareness and appetite for such information. It would have been useful to have had such a book when I was in school. Librarians who have not read much management literature (either library or general) will find a basic, understandable introduction to the various aspects of management in this collection. I found it an informative book for that purpose but not for insight into future trends or new approaches, for it is too solidly based in the past.—*Neosha A. Mackey, The Ohio State University Libraries, Columbus.*

Austerity Management in Academic Libraries. Ed. by John F. Harvey and Peter Spyers-Duran. Metuchen, N.J.: Scarecrow, 1984. 296p. $25. LC 83-14428. ISBN 0-8108-1648-2.
The Academic Library in Times of Retrenchment. Ed. by Colin Harris and Lesley Gilder. London: Rossendale, 1983. 110p. £11.50. LC 83-126993. ISBN 0-946138-02-8.

Austerity Management in Academic Libraries consists of fifteen essays that are intended to document recent library fiscal problems, stimulate management thinking, describe approaches that have been successful in eliminating problems, and encourage service priority rethinking. Topics covered include fund-raising, intracampus cooperation, interlibrary coordination, negotiation skills, objectives management, standards, cost-benefit analysis, productivity, automation, building planning, and statistical data collection and analysis. The editors have written the lead essay entitled, "The Effect of Inflation on Academic Libraries." It is excellent analysis based primarily on published data such as the higher education price index, ARL and NCES statistics, and other sources that focus on the effects on personnel and materials acquisitions.

Two other essays worthy of note are those by Nitecki and Novak. Nitecki argues in his article on creative management in austerity that it is most important to determine what objectives the library is trying to meet and the resources needed to meet the objectives; where the library will be in the future; and what ought the library's objectives and operations be in five years. He also stresses the need for relevance and effectiveness. Novak describes an approach to planning for economy and quality. She discusses building design, construction, and equipment examples which can be considered in order to achieve economy. The planning process she outlines for gathering and analyzing relevant information for facility expansion or change, equipment, and design construction is especially useful.

The remaining essays, especially those on fund-raising, management by objectives, cost-benefit analysis, standards, and statistics are primarily introductions to or reviews of topics that have been dealt with quite adequately elsewhere. Thus, while there are several worthwhile articles in this volume, much of it consists of review articles of topics better covered in other essays or monographs.

The second book, *The Academic Library in Times of Retrenchment,* presents the proceedings of a 1982 conference in England sponsored by the Library and Information Research Group. The presentations provide an excellent review of the current state of British academic libraries and the implications of retrenchment in academic

libraries in terms of policy formulation, planning, decision making, staffing, and services. The specific topics covered are research, particularly national data and statistics and in-house research; the problems and solutions presented by library and information technology and cooperation and resource sharing; and the future for librarians as managers and the future prospects for academic libraries in England.

While practically all of the examples are drawn from the impact of the retrenchment on British academic libraries, which in many cases is much more severe than the austerity encountered by North American academic libraries, the suggestions and advice offered by the presenters is generally universal. The presentations stress the need for political awareness on the part of librarians, cooperation and coordination among libraries and library consortia, research to gather data to guide and support resource allocation, and leaders who can ask the right questions. This work is recommended reading for all.—*Stella Bentley, Indiana University Libraries, Bloomington.*

Automated Circulation: an Examination of Choices; Proceedings of a Preconference Sponsored by the Circulation Services Section, Library Administration and Management Association, American Library Association July 8–9, 1982, Philadelphia. Ed. by Joseph R. Matthews and Kevin Hegarty. Chicago: American Library Assn., 1984. 126p. $15. LC 83-22441. ISBN 0-8389-0402-5.

The objective of these proceedings and of the preconference on which they were based has been to provide a basic introduction to the issues involved in choosing an automated circulation system. The overview goes considerably beyond the basics in some areas. Taken as a whole, the publication is a checklist of matters that need to be addressed by anyone planning such a system. Appropriate reference is made to the fact that an automated circulation system is often but the first component of a library's online bibliographic system, and many of the principles apply equally to automated systems in other areas of the library. The reader will want to update references to specific systems; however, this is a review of the choices involved in selection and implementation, not a state-of-the-art catalog of systems available.

Introductory chapters by Don Sager and Joe Matthews provide a very basic overview concerning types of systems available and a glance at the marketplace. Thereafter, the book becomes more detailed and, perhaps, more useful as a checklist for management decision making. An often-neglected area is contract negotiations and the drafting/acceptance of specifications. Kevin Hegarty walks us through the issues, and section-by-section, through a standard vendor-drafted contract. He points out the shortcomings and additions that are necessary to ensure a smooth-working relationship between library and vendor.

A vendor's view of this process, by Jane Burke, offers some practical advice that transcends the bias of the contributor. Bill Adiletta's brief summary of telecommunications issues provides an adequate orientation to a complex area, one that is sufficient to meet the needs of the library manager within the context of what can be expected from a book of this kind. George Rickerson has provided an especially lucid view of the complexities, and the politics, of sharing systems. Later chapters deal effectively, if somewhat briefly, with figuring costs, alternative financing, database creation, site preparation and maintenance, and in rather general terms with the process of implementation. Public relations is dealt with in cursory fashion. In-house-developed systems are addressed through accounts by those who worked in building the Virginia Tech and Salem Public Library systems. The section on microcomputers is good in principle, but the consumer looking for a system based on this technology should secure more recent information in view of rapid progress in this area. The chapter remains a useful summary of what a micro can and cannot do.

The usefulness of this book is in its provision of brief and highly readable introductions to each of the above areas. In