the product presented here seems to show that the doctors and saints of this event, like Omar of yore, went out by the same door where in they went.

Nevertheless, there is plenty of worthwhile reading in this book for academic librarians who take their profession seriously. The six background papers that fill most of the pages provide, collectively, a treasure of carefully considered, even inspired, organization and interpretation of information bearing on the future of universities and their libraries. The papers are by three university presidents: William Gerberding (University of Washington); John Brademas (New York University); and Steven Muller (Johns Hopkins University) and three vice-presidents: Gerald Stevens (Yale); William Schaefer (UCLA); and Howard Resnikoff (Harvard). Their presentations overlap in scope, but they focus on different aspects of the outlook for universities: economic and political environments, future student population, information technologies and their impacts, and prospects for academic programs and organizational structures.

The panorama suggested by this group of presentations is one in which we will see universities adapting, perforce and clumsily, to: continuing technological and social revolution, fairly static instructional volume and older students, proportionally more foreign students, uneven progress in accommodation of minorities, unlikely restoration of generous government support for students or institutions, growing demand for vocational instruction, shrinkage in areas of liberal arts and social science, aging faculties, competition from commercial providers of vocationally oriented instruction, increased cooperation with industry as a way of securing support, increased conflict of interest between faculty and institution, and slowed growth of basic scholarship and research. Universities will need to revise dramatically their instructional methods and adapt their organizational structures in order to coordinate broad information activities based on technology. Academic libraries, if they are perceptive and adaptable, can avoid sliding into irrelevance by becoming the multifaceted information hub of the emerging university. These prospects, and what can be done about them by universities and libraries, are elaborated to different degrees in the several papers.

So far, in the passage of time since original presentation of these papers, no important surprises or omissions have turned up to diminish the authors' credibility. Their insights are of the kind that trigger creative thinking about useful courses of action for education and academic librarianship.

Readers must depend on their own ingenuity for integrating related passages from the several papers. Expect no help from the subject index, which is vapid and usually fails to link discussions of similar concepts when the speakers used different phraseology or contexts, but the name index could conceivably help some readers.—*Ben-Ami Lipetz, School of Information Science and Policy, State University of New York at Albany.*

International Librarianship Today and Tomorrow: A Festschrift for William J. Welsh. Comp. by Joseph W. Price and Mary S. Price. New York: K.G. Saur, 1985. 174p. $32.50. ISBN 3-598-10586-X.

In his preface to *Index to Festschriften in Librarianship*, J. Periam Danton characterizes festschriften and provides the basis on which to judge this genre. A festschrift is meant to honor "a more or less distinguished individual" with a volume of contributions "by the honoree's friends and colleagues who are also usually prominent in their fields," and to have lasting significance. A biography of the honoree is usually present; a bibliography of his or her work is always present. Danton adds, however: "In the field of librarianship, at least, there is a considerable number of works in which both are lacking. Indeed in a few Festschriften there is no indication whatever, either on the title page or in the preface, introduction, dedication, foreword, text, or appendix—of who the honoree is, where he was active, or in what field!"
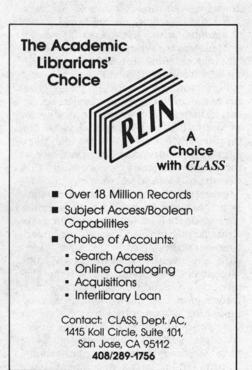
The compilers of this volume have not

been quite so neglectful, but readers must look elsewhere for both a biography and a bibliography. This is a pity, because William F. Welsh's career at the Library of Congress, which now spans thirty-nine years and is far from over, is incomparable in the annals of American librarianship for its impact and vision. One or the other would have added to the lasting qualities of this volume.

In 1970 Danton lamented the absence of bibliographic control accorded festschriften and the resulting obscurity of the contributions. Practice has not changed. Unfortunately, only the few serendipitously blessed will be able to find the provocative and stimulating thoughts embedded in this volume, thoughts contributed by some of the most eminent and distinguished practitioners of and thinkers about international librarianship, whose life work is dedicated to making knowledge accessible. William O. Baker, of AT&T Bell Laboratories, observes that the information age is unlike previous "ages" that were rooted in natural phenomena, all of which exist independently of humankind. Products of the information age, in contrast, are artifacts of the human brain and only partly, if at all, derived from natural phenomena (p.9). Martin M. Cummings, director emeritus of the National Library of Medicine, concludes that "The Library of the future should serve as the principal node in the information systems of universities" (p.40). Franz George Kaltwasser provides an absorbing perspective on the development of German libraries and points out the contrasting national library philosophies. The Library of Congress, for example, allows individuals unhindered admission but is basically a library of reference only. European libraries, on the other hand, restrict admission but lend their materials freely. In Germany, the lack of a national library and the existence of a liberal interlibrary loan policy led to the planning and development of union catalogs that were to compensate for the lack of a national library. Hermann Liebaers' overview of European research libraries is written with insight and charm. Some contributions,

such as Elsa Granheim's "Special Problems of Libraries Serving a Linguistic Minority: The Norwegian Experience," may appear too specialized but do present genuinely interesting and thought-provoking problems.

The view of international librarianship presented in this volume, perhaps not surprisingly considering the nature of the genre, favors developed countries, English-speaking countries, and western European countries. The exceptions are Kenya and the USSR. Most of Africa, and all of South America, Asia, and the Indian subcontinent are absent. Also, the past and the present loom larger than the future in the majority of the papers. A more accurate title might have been "Aspects of International Librarianship Today and Day After Tomorrow."

The compilers might have taken more care. How can it be that we who spend so much time describing books do so poorly at making them? Copy editing might have been better. The typos are many, but have

a certain international flavor: ''about 66% of the total working populations ist doing information handling services'' (p.13); and ''National Library of Medecine'' (p.108). An index would have been useful. And so would a foreword acknowledging the fifteen contributors by title and providing some context about the preparation of this work. The book was presented to Welsh at a special reception sponsored by the publisher, K. G. Saur, during the Fifty-first Council and General Conference of the International Federation of Library Associations and Institutions (IFLA) in August 1985. Was this festschrift prepared especially for this event?

Honoring Bill Welsh requires no justification, of course. The wonder is that honor isn't done more often. His achievements should be more widely acknowledged and appreciated outside library circles. This book is a fine tribute.—*Nina W. Matheson, William H. Welch Medical Library, Johns Hopkins University, Baltimore, Maryland.*

Harman, Keith and Charles R. McClure. Strategic Planning for Sponsored Project Administration: The Role of Information Management. Westport, Conn.: Greenwood, 1985. 279p. $45. LC 85-9881. ISBN 0-813-24931-8.

This is another quality and timely product of the prolific McClure publication factory. The team of Keith Harman, director of the Office of Educational Grants at Southeast Missouri State University, and Charles McClure, associate professor in the School of Library Science at the University of Oklahoma, has produced a ''theoretical treatise and a desktop handbook'' to assist sponsored-project administrators in their understanding and use of strategic planning and information management techniques.

As the premier volume in the new Greenwood Press series, Emerging Patterns of Work and Communications in an Information Age, the work focuses on establishing a conceptual framework for core organizational and management concepts—systems theory, strategic planning, boundary spanning, organizational culture, contingency management, orga-

nizational role and information management—and on outlining the key elements of the strategic planning process and of decision support systems. What distinguishes this treatment of these now very familiar concepts and techniques is the effective and essential link drawn between information resources management and strategic planning and the focus on administrators working with grants, contracts, and cooperative agreements supporting research and development projects.

The authors recognize that significant changes are taking place in the grants environment, as the interests and support levels of federal agencies, foundations, and corporations shift dramatically. They also note that the role of the project administrator in many organizations has expanded from management of single projects to organization-wide responsibility for sponsored-project performance. These developments demand new approaches and the promotion of a ''planning culture'' characterized by effective information identification, acquisition, organization, evaluation, and dissemination.

The central premises are summarized early in the volume, on page 52: ''through a decision support system, sponsored project administrators may arrange and interrelate the information-processing mechanisms and tools needed to provide timely, valid and reliable information. . . . Boundary spanning offers a means by which sponsored projects administrators may communicate relevant information regarding sponsored projects to key clients (funders), constituents (organization decision makers), support staff/units, and project personnel. Contingency management provides an administrative posture which emphasizes a situational or adaptive approach. Strategic planning serves as the fulcrum or transforming agent by producing ongoing plans which help identify those environmental factors, organizational resources, problems, and opportunities most relevant to the organization's sponsored projects effort.''

Subsequent chapters provide detailed discussions and prescriptive information about these concepts and their underlying