

contributed policies—such as size and type of library, number of professional and support staff, union status, governance, or faculty status—is included. Since a clear understanding of personnel policies requires an understanding of the context within which they are developed and applied, this lack of information minimizes the usefulness of the sample policies.

In addition, the author provides no explanation of the criteria used to select the sample policies of 26 public and 20 academic libraries from among the 325 libraries that forwarded policies. In the acknowledgments section of the book, the author does indicate that she tried to achieve representation from geographic locations and size and type of library in presenting the policies but, other than this general statement, she provides no criteria for selecting the sample policies. Again it would be helpful to the reader to know what qualitative judgments the author made when reviewing so many personnel policies from such a wide range of libraries.

A major fault of this book is that the author provides no critical evaluation of the sample policies' content, writing style, or clarity. Nor has she identified those personnel issues, such as sexual harassment, privacy, and personal freedom, that are not covered in the policy information and survey results. What is also absent from this book is any information on the process of developing policies: who has the responsibility for identifying needed policies and writing policies, what opportunities should be provided for staff to review and contribute to policies, what are mechanisms for review and updating of policies, and how is policy information disseminated. Certainly major considerations in implementing personnel policies are staff attitudes, the acquisition of complete information on which to base policy decisions, and effective means for communicating policies to staff. These issues are ignored even though they are far more difficult for administrators than the actual writing of policies.

This book does not provide constructive assistance to someone faced with developing personnel policies. It fails to raise questions or issues related to policy development, nor does it provide helpful guidelines in the

actual development, implementation, and updating of personnel policies. It simply provides in one volume a wide range of existing personnel policies—good, bad, and indifferent. One would hope that personnel administration—and specifically personnel policies—would deserve a more serious treatment than this volume provides.—*Sheila Creth, University of Connecticut, Storrs.*

Justin Winsor: Scholar-Librarian. Edited by Wayne Cutler and Michael H. Harris. Heritage of Librarianship Series, no.5. Littleton, Colo.: Libraries Unlimited, 1980. 196p. \$25 U.S.; \$30 elsewhere. LC 80-19310. ISBN 0-87287-200-9.

Justin Winsor, the first president of ALA, was an important and interesting man, and many of his writings on librarianship and historiography are well worth reading. Most of this volume (p.59-174) is devoted to reprints of twenty-one of his addresses, articles, and reports, including his report as chairman of the Boston Public Library Examining Committee (1867), his tenth report as superintendent of the Boston Public Library (1877), and the first of his twenty reports as librarian of Harvard University (1878). Twelve of the documents are reprinted from early volumes of *Library Journal* and one is from *Atlantic Monthly*, and although such texts may be readily accessible, it is convenient to have them brought together here. Each is reprinted in full, which is clearly desirable in most cases, but the three reports inevitably contain details, statistics, and tabulations that will be skipped by most readers. Deletions here might have made room for illuminating paragraphs from some of Winsor's many other reports.

The reprints are preceded by forty-four pages in which the editors outline Winsor's career and consider his ideas. This contribution is brief yet somewhat repetitious, informative but undistinguished.

Suspensions regarding the proofreading are aroused by the first line of the foreword, which states that Winsor died "unexpectedly" in 1897. Some of the subsequent slips—e.g., "Boyleston" (twice) for Boylston, "enert" for inert, and "credible" for creditable—might be passed over as venial; but a verdict of guilty is justified when (p.41)

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Winsor's quotation from Macaulay is mangled and nonsense is printed.

When the editors criticize Winsor's literary style, asserting that it suffered because he "had no taste or feel for music," they may invite comparisons that they can ill afford. Their own style is remarkably graceless and inept. Winsor did not repeatedly use what Fowler calls "the illiterate *such*." He would not have affronted his readers with "Yet building the institutional structures of the library profession would prove more successful than maintaining the vital piety of the new dogma." He would not have written that he "was pushed to the stature of a folk-hero," that he "vacillated some," or that he "prepared exhaustive and critical surveys of historical erudition on early Americana." Winsor may have failed to appreciate music, but his writings deserve competent editors.—*Edwin E. Williams, Harvard University Library, Cambridge, Massachusetts.*

Organizing the Library's Support: Donors, Volunteers, Friends. Edited by D. W.

Krummel. Allerton Park Institute, no.25. Urbana-Champaign, Ill.: University of Illinois Graduate School of Library Science, 1980. 119p. \$10. LC 80-14772. ISBN 0-87845-054-8.

Much has been written about the fiscal crisis plaguing libraries; indeed, journals are filled with articles reciting a litany of shrinking budgets and rising costs. Frequently the suggestion is made that technological innovations and the organized sharing of resources can thwart those demons that make the task of managing a library a living nightmare. Surprisingly enough, however, the role that organized supporters—donors, volunteers, and friends—can play in helping libraries address the problems of the 1980s has received little attention. Thus, D. W. Krummel's *Organizing the Library's Support: Donors, Volunteers, Friends* is welcome in that it suggests that librarians must "pass the hat" as well as purchase the computer terminal if they are to weather the eighties.

The essays that Krummel has edited and compiled in this volume were originally given as papers at a conference devoted to the work auxiliary groups give to libraries—whether through the donation of books, time, money, or plain enthusiasm. The essays in the first part of this collection, "The Library Context," are very useful. Edward G. Holley, for example, has written an amusing anecdotal account of his experience as director of the University of Houston Libraries. Holley, while entertaining, has a clear message to deliver: librarians must come down from their ivory towers and be willing to take both the time and effort necessary "to interpret the library to those who have the resources to help." The librarian must be diplomat and administrator, strategist and workhorse, if he or she is to organize successful support for his/her library.

Unfortunately, the second part of the collection, "Special Topics," is disappointing. The essays by Cynthia Weddel, Thomas G. Sanberg, and Jeanne Bohlen, although interesting in themselves, seem far removed from the library world. Their remarks seem applicable to any nonprofit organization, and I found myself wondering if the library was in fact different from a museum,

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