

careful analysis of trends and problems in foundation performance, will have a considerable impact upon future development of foundations. Nielsen's two-year effort has given us a thorough and critical look at the largest American foundations. As self-perpetuating bodies which wield great economic power they are likely to come under increasing attack. Nielsen has raised the question whether or not they should survive. Since many of them have given substantial support for library buildings and operations over the years, the answer to that question holds more than academic interest for the librarian.—*Edward G. Holley, Dean, School of Library Science, The University of North Carolina at Chapel Hill.*

Whitbeck, George W. *The Influence of Librarians in Liberal Arts Colleges in Selected Decision Making Areas.* Metuchen, N.J., The Scarecrow Press, Inc. 1972.

Based on a doctoral dissertation at Rutgers, this study documents with painful clarity the peripheral role of the library and librarians in college affairs, in a sample of ten liberal arts colleges in the East. The poor integration of the library with the academic enterprise has been pointed out earlier by several authorities including Harvie Branscomb, Patricia Knapp, and Daniel N. Bergen, as well as quite a few others. However, Whitbeck brings new dimensions to the problem.

First the author explores variables which might affect the status of librarians in the academic community, and examines librarians' means of communication and their role as seen by themselves, the classroom faculty, and administrators. Then he analyses thoroughly the role of the library and librarians in three major areas of decision making: development of curriculum, budgeting—both college-wide and departmental, and key appointments. In curriculum development, he found librarians by and large uninvolved, and largely uninterested. In budgeting, neither librarians nor faculty are much involved in college budgeting; however, whereas the classroom faculty do tend to have a say in departmental budgeting, in the library budgeting is principally the province of the chief librarian alone. Like-

wise, while neither faculty nor librarians have much influence in the making of key appointments at administrative levels, the faculty are likely to be involved in appointments of new faculty members, and to utilize democratic methods of decision making in appointments, whereas appointments to the professional staff in the library are largely the prerogative of the chief librarian.

In such an apparent isolation from the mainstream of events in the college, the author questions whether or not much progress can be made towards true professionalism in such libraries. Not only are librarians largely not involved in major decision-making affairs, they do not seem to realize the importance of being participants or even to want a change. This lack of perception and this passiveness is one of the serious handicaps to more effective integration of the library into the educational program of the college.

Perhaps the most interesting parts of the study are the concluding suggestions for improving the situation. These relate to the adoption of more democratic (and less bureaucratic and hierarchical) methods, new patterns of service including more departmentalized approaches, and a studied effort to achieve a more active role in the college. The last certainly will not be easy. The author concludes, "can information and library service be superior, or even adequate, without involvement?"

Liberal arts college libraries certainly are important, but the study would have broader values if some state-supported colleges had been included. They also would serve as a kind of check. The text does contain an excessive number of tables, eighty-five in all; many are important but some data could have been presented equally well in paragraph form. The interview method used with all groups—librarians, classroom faculty, and administrators—is excellent but no doubt very time consuming. Finally, the printing is, as usual with Scarecrow Press books, adequate but undistinguished. Perhaps it reflects the sales potential of scholarly studies in librarianship.—*Arthur McAnally (deceased), Director of Libraries, University of Oklahoma, Norman, Oklahoma.*