

sources made Stevens' idea a reality, and he gathered a group of ten other librarians who met twenty-three times over a two-and-a-half-year period, 1977 to 1979. This volume includes eleven short essays and eight longer articles written by the participants of the seminar.

The first section presents the eleven short essays (average length 1,500 words) prepared for and subsequently published in the "On Our Minds" section of the *Journal of Academic Librarianship*. The essays sound the academic librarian's traditional litany—ranging from the poor methods used in selecting a library director to the need for academic librarians to "become active and visible members of the community in which they work" (p.52). One refreshing piece is Elisabeth S. Burns' article on how a nondepository library can still build an adequate and useful collection of government documents.

The second section includes eight longer articles (4,000 to 10,000 words) on a variety of subjects: management information systems in academic libraries, the bibliographic instruction course given for academic credit, computerized legal search services, information resources (other than the library) in an academic institution, development of an automated acquisitions system, participation of corporate libraries in cooperative programs, peer evaluation for academic librarians, and sharing of staff among libraries. Although the articles are of uneven quality, one hopes indexing and abstracting services will include these individuals' articles so that they are not lost in this composite volume.

The volume ends with a bibliography of writings from the seminar (principally those in this volume), brief biographies of the participants, and, finally, the proposal to the Council on Library Resources and the six progress reports. Although the reports may seem just so much padding, they add a critical note of self-evaluation to the project.

If, as Stevens hopes, this seminar can serve as a model for future endeavors, he could have strengthened the present volume with more details on the actual workings of the seminar: What bibliographies on writing did the participants receive? What were the major weaknesses in writing encountered? What were the strengths? How did seminar mem-

bers change and improve the writing of one another? What techniques did they employ in their discussions?

If the seminar were to fulfill its mission, one might also suggest that there should have been no guaranteed publication of the resulting essays and articles either in a journal or in this volume. Rather the authors should have submitted their contributions to a variety of journals and permitted them to benefit from regular editorial procedures.—Richard D. Johnson, *State University of New York, College at Oneonta*.

O'Reilly, Robert C. and O'Reilly, Marjorie I. *Librarians and Labor Relations: Employment Under Union Contracts*. Contributions in Librarianship and Information Science, no.35 Westport Conn.: Greenwood, 1981. \$25. LC 80-1049. ISBN 0-313-22485-4.

Predilections should be disposed of post-haste. The reviewer served for several years in the 1970s as an officer of the New York Public Library with responsibilities for labor relations. In the jargon of labor relations, he could be described as management. Looking forward to reading and reviewing a scholarly survey of labor relations in American libraries, or in the words of the authors "a combination of economics, politics, history, and the current scene of labor relations for librarians" (p.xi), he also wished to round out his practical experience with some theory and acquire the benefit of someone's reflection and study. Perhaps this was too much to expect.

Upon reading the preface, the note he had written in the margin was "One of the worst prefaces I ever remember reading." After chapter 1: "One of the worst first chapters I ever tried to read." In the first twenty-three pages, this reviewer had an urge to write "What does this mean?" next to numerous paragraphs. Reading on, chapter 2 was the point where three letter words (e.g., "bad") were written in the margin. By page forty-one and the completion of two chapters entitled "A Survey of Labor Unions and Librarians" and "Library Services, Revenue, and Politics," there was a brief moment when the reviewer thought that the main problem was the authors' inability to present the big picture, the overview. After all, that's asking a



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lot. It also kept occurring to the reviewer that he might be in a foul mood or suffering from some inability to read and understand. Chapter 3 on "Public Librarians" might have been the detail that the authors were good at recording. And what fortune! They announced their intention to concentrate on the Chicago Public Library as an early example (mid-1950s) and the New York Public Library as an extended example and a contrast to the older Chicago unit. Since the reviewer had no first-hand experience with CPL, he took what was written as gospel. But then, the NYPL example, instead of showing the authors' adeptness at case studies, confirmed his worst fears of ineptitude. Sentences with no basis in fact leaped out from the page. Example: "At the end of 1974, the administration announced the closing of several branch libraries, and in only a few months over sixty professionals from the Research Libraries were also terminated" (p.49). Briefly, the truth of the matter is that NYPL threatened to close several very busy branches and this "Statue of Liberty closing" bluff was called. Those branches were not closed. "Over sixty professionals from the Research

Libraries" were *not* terminated "in only a few months." In fact, they were *never* terminated.

Such gross inaccuracies, in addition to too many typographical errors, a piddling two and one half page index, and the already cited murkiness of meaning are not worth twenty-five dollars even in these inflationary times. Here's one that all libraries can ignore.—*Billy R. Wilkinson, University of Maryland Baltimore County.*

Bailey, Martha J. *Supervisory and Middle Managers in Libraries*. Metuchen, N.J.: Scarecrow, 1981. 218p. \$12. LC 80-23049. ISBN 0-8108-1400-5.

The title of this book may lead one to think that it is a guide to the latest techniques for library supervisors and middle managers. Nothing could be further from the truth. This is a research-oriented monograph that reviews the literature on middle managers in libraries through the late seventies. It also includes the results of questionnaires and interviews conducted by the author. Some of Bailey's research on academic library administrators was done under a Council on Library Resources Fellowship and the report on this work has already been available for some time.

After some introductory material that includes descriptions of the organization of academic, public, and corporation libraries, Bailey has a short chapter on personnel management that briefly reviews some of the areas of concern to library managers: job descriptions, evaluation, staff development, collective bargaining, etc. This is followed by a longer chapter which summarizes the responsibilities of supervisory managers at all levels of the library organization, discusses librarians' attitudes toward supervision, and reviews the last thirty years of literature on the topic. Bailey then attempts to profile middle managers in general and follows this with three separate chapters (one each on middle managers in academic, public, and company libraries.) The chapter on public libraries is considerably shorter than those on academic and company libraries and few comparisons are drawn about the similarities or differences among middle managers in the three types of libraries. It is also unfortunate that the author does not compare library

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