

excellent, even though it covers only British publications. Piggott does include, however, a convenient list of guides to the official publications of other countries and international organizations.

The book is intended as a companion volume to the author's *A Topography of Cataloging*. The index includes references by AACR2 rule number.

Better practical guides to AACR2 and its 1988 revisions are those by Eric J. Hunter and Margaret F. Maxwell. Nevertheless, this is a fine text for a grounding in principles and philosophy underlying AACR2. It has useful material not only for catalogers, but also for document librarians and anyone needing to describe and retrieve publications.—*Steven J. Squires, Health Sciences Library, University of North Carolina at Chapel Hill.*

Library Planning and Policy Making: The Legacy of the Public and Private Sectors, by Redmond Kathleen Molz. Metuchen, NJ: Scarecrow, 1990. 219p. \$20 ISBN 0-8108-2272-5. LC 90-8020. (Scarecrow Library Administration series, No. 2.)

This slender volume is a pleasure to read, not only for its clear and graceful prose, but because it adds to our understanding of how libraries and other organizations manage and plan. It is a strong argument for treating planning as a qualitative and continuous activity that best takes place incrementally, rather than as a mechanical and rationalized process.

Molz traces the development of administration in organizations, and relates it to the core activities of planning and policy setting in private and public organizations. Alternative models and techniques—including the fast-moving sequence of governmental and business planning systems, from PPBS to MBO, ZBB and Strategic Planning—are described and placed in historical context; a synopsis of five significant studies of actual managerial behavior follows. Molz concludes that the studies show that although managers “do plan, . . . they plan within a socioeconomic and political environment which eschews much of the conventional planning wisdom.” The final and longest chapter is a thoughtful essay on how libraries can plan intelligently, noting that the value of planning lies primarily in the activity of planning itself, not in the final plan.

In spite of a lack of adequate published case studies for libraries, the case method is promulgated as the preferred way of teaching skills such as decision making, leadership, and risk taking, as it offers students reasonable simulations of real library management situations. Four library cases (one each college, public, university, and state agency) are offered in the appendices as examples of tools for in-depth study of policy and decision making in complex environments.

If there is a weakness, it is in the implication that today's library administrators are placing overly great reliance on rational planning and decision tools, without the use of political and intuitive judgment. In my experience, and in spite of the volume of published articles describing mechanistic techniques, quite the contrary is the case; indeed, many administrators will be heartened by the emphasis on incrementalism and the political nature of decision making.

This thoughtful work will be useful to administrators in all types of libraries, as well as to all who want to have a better understanding of the tools and dynamic realities of planning. Library school faculty will want to include it on student reading lists as well.

A note of gratitude is also due to the publisher for the convenience of page-by-page footnotes, rather than endnotes.—*Joanne R. Euster, Vice President for Information Services and University Librarian, Rutgers University.*

The Librarian, the Scholar, and the Future of the Research Library, by Eldred Smith. Westport, CT: Greenwood, 1990. 115p. \$35 ISBN 0-313-27210-7. LC 89-25665.

Smith offers a concise analysis of the current state of research libraries and the challenges, frustrations, and struggles facing today's scholars and research librarians. He feels that research librarians have failed to achieve their ultimate goals of ensuring adequate preservation, providing easy accessibility, and acquiring and effectively controlling the complete scholarly record. Scholars, on the other hand, actively avoid using the research library's collections and shun its services. The library's complexity and librarians' insistence that patrons learn its intricacies are factors which alienate the scholar who is interested in convenient access to only the most pertinent information.

Now that information can be produced, disseminated, and stored electronically, research librarians find themselves at a critical crossroad: technology can enable them to achieve their ultimate goal of control and access to the complete scholarly record, or it can lead them down a path toward total informational chaos. Smith is relatively optimistic, but research libraries must first overcome a history of individual development and an unwillingness to sustain a meaningful level of cooperation. The author describes a vision of a single electronic record of all existing and future scholarship. This single source will be controlled and accessible through a comprehensive bibliographic apparatus which serves as both an index and a catalog. Traditional methods of preservation, such as microfilming, must be abandoned, because they stand in the way of widespread conversion to electronic form. Smith envisions that technical services will be consolidated and centralized, research libraries will exist as public service information centers, and research librarians will expand their role as intermediary between the scholar and the information.

The author describes research libraries' historical development, discusses major issues confronting these institutions, and offers an intriguing vision of the future in just 85 pages. (A bibliographic essay covering a wide range of concerns makes up the remaining 30 pages). The condensed style leaves many unanswered questions: how will we overcome our resistance to cooperation, who will be responsible for funding these centralized efforts, how do we prepare ourselves to make this quantum leap from where we are now to this vision of the future? In addition to these unmentioned challenges, the author's decision to exclude footnotes may annoy the reader who wants to know the source of several factual assertions. Despite these drawbacks, Smith's work is most provocative and

exceptionally well written. While there are a number of more detailed texts on the future of libraries, this one is focused exclusively on research libraries and scholarly concerns. For this reason, it is an important contribution to the literature.—*Deborah A. Carver, Assistant University Librarian for Public Services, University of Oregon.*

CD-ROM Collection Builder's Toolkit: The Complete Handbook of Tools for Evaluating CD-ROMs, by Paul T. Nicholls. Weston, CT: Pemberton Press, 1990. 180p. \$29.95 ISBN 0-910965-01-3.

CD-ROM titles are multiplying like mice in a granary, with 2,500 available titles forecast by Nicholls for 1991. Although relatively fewer CD-ROM titles will be published for libraries, as business, law, medicine, and even games become major markets, it is getting harder to determine what will have lasting value. Nicholls, a columnist for *CD-ROM Professional* and *Database Canada*, and editor of *Canadian CD-ROM News*, names and evaluates a "core" list of reference CD-ROM titles and identifies other selection tools.

Introductory chapters (with outstanding graphics) summarize laserdisk development and library applications; offer two excellent checklists for CD-ROM evaluation; list CD-ROM product directories and distributors; evaluate CD-ROM journals and newsletters; and recommend bibliographies, review sources, and useful online databases.

All of the "core" CD-ROM titles are available from standard suppliers, have received (or in two cases, are projected to receive) favorable reviews, and represent "good value" for the price. Other quality indicators are total sales, awards, uniqueness, and longevity. "Online" CD-ROM catalogs and strictly technical services tools are excluded. The "unavoidable arbitrary and subjective component" of "any core list" is diluted here by the *CD-ROM Professional* Editorial Board and columnists who approved final selections.

Product evaluations, formatted for easy scanning, are organized under 12 broad subject categories. Each review supplies publisher, required hardware, search software, update frequency, price, ordering information, evaluative comments, ratings, and a list of up to 18 reviews, dating from 1988-1990. Comments, usually two to three paragraphs, are a montage of review excerpts and the author's opinions. Nicholls has a knack for juxtaposing wildly differing judgments. Sample screens illustrate some reviews.

A four-star system is used to rate installation, data quality, search power, ease of use, and bottom line. Ratings are derived from "the general tenor" of the review literature and the author's opinions. "Bottom Line" appears to be a gestalt, not an average. Core title reviews, plus reviews for alternative products, are listed by title in a "Directory." A current, categorized "Library Applications Bibliography" rounds out the book.

A nice bonus is the chapter reprinting Pemberton Press's two-page Command Summary Cards for DIALOG OnDisc, OCLC Search CD450, SilverPlatter, and WILSONDISC. The index omits products listed only in the "Directory" and books in the "Applications Bibliography," but includes words from the sample screens, such as "mackerel," "pike," "salmon," and "walleye," lending a slightly askew quality to browsing.

This is recommended as a time-saving synthesis and pathfinder for all librarians who select CD-ROMs (CD-ROMographers?).—*Araby Greene, Public Services Librarian, University of North Carolina, Asheville.*

Beyond the Book: Extending MARC for Subject Access, edited by Toni Petersen and Pat Molholt. Boston, MA: G.K. Hall, 1990. \$36.50 ISBN 0-8161-1924-4. LC 90-40717.

For the past two decades, librarians have been using the same tools of bibliographic control—Anglo-American Cataloging Rules (AACR), International Standard Bibliographic Description (ISBD), Library of Congress Subject Headings (LCSH), Dewey Decimal (DDC) and Library of Congress classifications (LC), and several record formats for Machine-Readable Cataloging (MARC)—to represent the physical and intellectual contents of library materials, i.e., primarily books and journal titles. Bibliographic utilities support their efforts by providing capabilities for creating, storing, retrieving, and editing original MARC records. Librarians perform much less original cataloging than a generation ago because of the availability of cataloging copy on the utilities.

Contributors to *Beyond the Book* are involved in information handling for art, architecture, photography, and other visual arts. They do not readily embrace this scenario of bibliographic control for the following reasons: (1) existing tools for bibliographic control do not adequately represent the parameters that are important to end users of visual arts collections, (2) language may be inadequate to describe visual resources, and (3) the uniqueness of visual arts collections reduces the need for cooperative and coordinated cataloging efforts.

Several *Beyond the Book* contributors have worked with the library community to achieve acceptance of their new tools through changes to MARC formats. For example, Pat Barnett and Toni Petersen report changes to the MARC format that were necessary to accommodate the *Art & Architecture Thesaurus*, a faceted thesaurus for describing object types.

Some contributors have introduced new tools for bibliographic control but they have not sought approval of the library community to make changes to MARC formats to accommodate these tools. For example, Maryly Snow and Jeanne M. Keefe acknowledge the need to deviate from AACR and MARC's Visual Materials format to represent end-user needs adequately for collections of art and architecture slides.

A few contributors question whether the tools of bibliographic control devised by librarians should be adapted for use by the curators of visual resources collections. Deirdre C. Stam and David Bearman cite the deliberations of the archives and museum communities in this regard.

Beyond the Book is similar in content to "Intellectual Access to Graphic Information" (*Library Trends*, Spring 1990). In fact, 3 of 10 selections in the latter are written by authors who contributed articles on the same topics to the former. What distinguishes the 14 selections in *Beyond the Book* is a common theme—the new demands that are placed on the traditional tools of bibliographic control, especially on MARC formats, to accommodate information handling and retrieval for visual arts collections.