

ADMINISTRATION OF THE SMALL PUBLIC LIBRARY:
A BIBLIOGRAPHY

Center for the Study of Rural Librarianship
Clarion, PA

This annotated bibliography deals with such management concerns as alternative funding, job motivation, budgeting, management theories, and professional development

Alsop, J. W., et al. "Financial Structure of Public Libraries: Report of the Library Financing Subcommittee of the House Revenue Committee (Illinois)." Illinois Libraries. 56 (November 1974): 869-99.

"A Committee was set up to study the financial structure of the public library systems in order that the local library system may be restored to financial stability. This study included a survey of alternative means to the property tax of financing local public libraries. Every attempt has been made to present a report reflecting the reactions and concerns given at the five public hearings."

Anderson, J. F. "Aspects of Main Library Administration and Management." Library Trends. 20 (April 1972): 654-62.

"The main library will continue to have. . . a special set of administrative problems, all entangled with the larger concepts of service within the community and the network. Whether the urban main library will grow apart from the traditional branch-main pattern will depend upon the joint pressures of community use, the shortage of local funds, and the relative value of the reference-research function."

Ankrum, J. and Hartley, N. T. "Better Administrators." Library Journal. 98 (March 1973): 986.

"Practical advice is given on how to be a better administrator. The following tips are given: Keep in touch with the real world, orient and introduce new staff members, set up and define procedures and responsibilities of staff members, have a definite schedule for breaks, make necessary criticisms, and periodic evaluations."

Bajley, M. J., et al. "Influencing Change: the Role of the Professional." Special Libraries. 66 (April 1975): 183-7.

"It is usually difficult for a professional in an organization to effect organizational changes unless the professional also happens to be an administrator. To a degree which is probably unprecedented, the Management Review and Analysis Program Technique (an internal self-study approach) gives the individual an opportunity to promote change within the organization of which he is a part."

Balachandran, M. "Manager's Reference Book Shelf (bibliographical essay)." Reference Services Review. 5 (April 1977): 33-6.

"This survey is mainly concerned with certain basic sources of information aimed at persons occupying administrative and managerial positions in business and industry as well as academicians and students in business schools. It covers management theory and methods, industrial and personal relations and legislation affecting such relationships, and manpower planning and related data sources."

Ball, H. G. "Where Shall We Go From Here?" Catholic Library World. 47 (September 1975): 69-73.

"The model for the Management by Objective Planning System is given. By using objectives there will be a clearer understanding of users needs and ways of evaluating these needs.

Barr, D. "Source of Library Power." Library Association Record. 76 (November 1974): 224-5.

"To return again to the theme of library power: librarians are supposed to be professional handlers of information. If there is no demand for information, their work is relatively futile. If librarians are not convinced of the need for information, is it surprising that they have not had to recognize 'the serious defects in the image they present to those who must accept them in partnership?' When they have the information to convince themselves that libraries provide an efficient and effective service, they may then be able to convince others, and acquire for themselves the prestige and 'library power' which they so clearly desire."

Blagden, J. F. "Communication: A Key Library Management Program (with discussion)." Aslib Proceedings. 27 (August 1975): 319-26.

Libraries should be communication oriented. They should be establishing the information needs of their patrons. To do this the problem is discussed in terms of five management techniques. They are advertising effectiveness, observation, organizational experience, broadcasting problems, and television.

"Battling the Budget Crunch: Libraries Try for Outside \$\$." Library Journal. 100 (December 1, 1975): 2194.

Community fund raising campaigns are suggested as an alternative source to library budgeting.

Bergersen, M. "Scientific Management: Selected Literature on Techniques." Canadian Library Journal. 30 (September 1973): 406-14.

This is an annotated bibliography on management literature. "The subjects covered include network construction, operations research, and the systems approach with some titles specially related to the field of library and information science."

Boissonnas, C. M. "Employee Suggestions: Alternative Course of Action for Libraries." College and Research Libraries. 35 (March 1974): 109-13.

In business, employee suggestion boxes are provided. If the suggestion is used then the employee receives a monetary reward. Library employees who give suggestions which lead to increased user satisfaction can be rewarded by publicizing their name in a newsletter. Another suggestion was to enter the information in their personnel record.

Brademas, J. "Future of Federal Library Support." Library Journal. 101 (January 1, 1976): 35-7.

A summary of the present state of libraries is seen as an institution with insufficient funding. Federal funding has been cut in the Ford and Nixon administrations. The author suggests that a conference to study the problem in this bicentennial year would provide, "a serious appraisal of our past and future."

Casey, D. W. "How Trustees Can Secure Public Funds for Public Libraries." Library Scene. 5 (September 1976): 24-7.

Eighteen suggestions are given to increase the library budget. In most cases the library trustee is an important part of the process.

Cheda, S. "Women and Management: A Selected Bibliography 1970-1973." Canadian Library Journal. 31 (January 1974): 18-20.

"This bibliography describes some available publications dealing with the role of women as administrators."

Christine, E. R. "Administrative Concerns of School Librarians: A Competency Approach." International Library Review. 10 (October 1978): 371-84.

Coping with library administration problems is made easier by using the BRAC publication. BRAC (Behavioral Requirements Analysis Checklist) is designed to be a competency-based instrument to identify areas of school library media programs that need administrative guidelines. A class of librarians took the seven job function areas listed in BRAC. They then examined thirteen case studies to supply solutions to various problems. The rest of the article is devoted to a discussion of the problems and solutions supplied by the class.

Corfield, W. "Key to Public Library Budgeting." Canadian Library Journal. 35 (October 1978): 349-51.

"This article dealt with establishing public library standards, suitable for incorporation in legislation and on which qualification for grants would depend. There are several reasons why it would be beneficial for libraries to adopt a budgeting and accounting system that relates cost of defined services and functions. You know exactly what each program costs, and you can place priorities on programs and allocate money accordingly. If standard procedures are used, direct comparisons are possible among libraries."

Correy, E. "Budget Stretching." Catholic Library World. 47 (December 1975): 229-30.

School library media supervisors organize a reviewing program in their school district. Often times materials reviewed can be kept by the school district. This is seen as one method of stretching the library budget.

Dane, W. J. "Organizational Patterns in Public Libraries." Library Trends. 23 (January 1975): 329-48.

"This article will comment mainly on the status of art and music collections in libraries where they are administered as a department. This is the organizational setup most effective for maximum potential for any major subject and is apparently the closest to the ideal for public library administration."

De Gennaro, R. "Library Administration and New Management Systems." Library Journal. 103 (December 15, 1978): 2477-82.

"The real danger. . .with management systems is that they offer mechanistic formulas for dealing with complex realities and keep us from thinking about and solving our management problems in practical, realistic, and common sense ways."

De Gennaro, R. "Participative Management or Unionization?" College and Research Libraries. 33 (May 1972): 173-4.

"While it is difficult to predict whether unionization or participative management will emerge as the dominant trend in libraries in the next decade, it is quite clear that the two ideas are basically incompatible. Whatever the choice, there is likely to be considerable disillusionment, for the disadvantages of unionisms are sometimes underestimated while the promises of participative management are frequently exaggerated."

"DES Hopeful for Growth (Guidelines for Spending on Public Libraries)." Library Association Record. 81 (February 1979): 52.

"As usual the Department of Education and Science has provided a break-down of Government guidelines for spending on public libraries in

England, Scotland and Wales over the next five years. The Department expects there to be modest growth, despite reports that libraries may be cut in real terms over the next financial year."

Dickinson, D. W. "Some Reflections on Participative Management in Libraries." College and Research Libraries. 39 (July 1978): 253-62.

"Participative management is highly touted as a panacea for the ills - real and imagined - afflicting libraries. Apologists for this managerial strategy often fail to define it adequately, proceed from a number of unwarranted assumptions and suppressed premises in their arguments for it, and overlook some of the consequences that would follow from its implications. This article examines these assumptions, draws out the premises, and considers some of the possible ramifications of participative management in its various forms in order to arrive at a clear and workable, albeit restrained, understanding of the concept."

Dobbins, R. "Cases in Financial Management." Aslib Proceedings. 27 (July 1975): 301-7.

"Readers are invited to study three cases in finance and accounting and compare their own proposals with solutions suggested by the writer. Case 1 is a capital budgeting problem, Case 2 an exercise in the application of marginal costing, and Case 3 an exercise in the presentation of a cash budget."

Dorff, F. "Librarian as a Planner." Catholic Library World. 46 (July 1974): 17-21.

The Eight Basic Steps in Planning are given. This planning procedure is for a long-term basis. The total library operations are reviewed as a practical problem which can be solved by using the suggested model.

Drake, M. A. "Management of Libraries as Professional Organizations."

Special Libraries. 68 (May-June 1977): 181-6.

"Professional service organizations such as libraries, hospitals, and welfare agencies, exist primarily to provide services to consumers who cannot provide these services for themselves. Some of the major issues associated with the management of libraries as organizations are discussed, and the proposition is set forth that libraries are not providing effective information services because the goals and attitudes of library professionals are in conflict with the goals of libraries as organizations."

Drew, S. "Try These Sources of Funds: Federal Programs, Foundations and Others Help Libraries." Wisconsin Library Bulletin. 74 (July 1978): 191-4.

A listing of legislative acts which provide funds for libraries.

Drucker, P. F. "Managing the Public Service Institution." College and Research Libraries. 37 (January 1976): 4-14.

"Important factors involved in the management of public service institutions, of which the library is one example, are discussed. Included are the requirements to know the publics and their expectations and service needs; the problems related to the introduction of new programs; the roles of the administrator and the professional; the mission of the institution; and the need to communicate effectively to society the institution's unique contribution in order to merit and to receive continuing support."

Dutton, B. G. "Staff Management and Staff Participation (with Discussion)." Aslib Proceedings. 25 (March 1973): 111-25.

A discussion ensues on how to motivate workers to do their best. A description of what factors cause job satisfaction is dependent upon communication. Communication is seen as an integral part of staff participation.

Edwards, R. M. "Management of Libraries and the Professional Functions of Librarians." Library Quarterly. 45 (April 1975): 150-60.

"The functions of library management are seen as different from functions of librarians performing as professionals. A definition of these two distinguishable roles shows large areas of differences as well as some areas of overlap at the higher levels of library management. Failure to clarify the differences between these functions has hindered the development of a genuine profession of librarianship and continues to handicap effective library service. What is called for is a broader vision of both the library profession and library management."

Fields, D. C. "Library Management by Objectives: The Humane Way." College and Research Libraries. 35 (September 1974): 344-9.

"As library management and administration become more complex in the seventies, management by objectives offers the library director a possible avenue for coping with the ensuing challenges. Theories of management and administration, including systems analysis, planning, organizing, and controlling, all require objectives and full staff participation for successful implementation. These approaches are discussed as they apply to library management and administration as well as to specific areas of library service and personnel problems."

"Finance (Recommendations of the Library Association of Australia to the Committee of Inquiry into Public Libraries)." Australian Library Journal. 24 (October-November 1975): 442-5.

Recommendations on the distribution, continuity, and sources of funding are given. The citizen has a right to free information. A charge should not be required at the time of use instead it should be part of the general revenue that supports the library.

Fischer, R. G. "Delphi Method: A Description, Review, and Criticism."

Journal of Academic Librarianship. 4 (May 1978): 64-70.

"The Delphi method uses the opinions of experts for forecasting future events. The method, developed at the RAND Corporation, is described, and a hypothetical example of its use in library planning is given. Four Delphi studies are reviewed to indicate the different kinds of problems that have been studied using the method. The weaknesses of the Delphi are pointed out in the areas of statistical tests and sampling, the nature of the future, the basic RAND studies, selecting experts, and evaluating predictions. Delphi may be most useful in gathering opinions from large numbers of people and as a heuristic device rather than as a measure of predicting the future."

Fischer, R. G. "Workers' Self-Management and Libraries." Canadian Library Journal. 34 (June 1977): 165.

Two differing styles of management are discussed. Top-down decision making and participative management are compared in terms of innovation and change. Participative management is considered the best style of management.

Fish, J. "Community Analysis: A Planning Tool." Bay State Librarian. 67 (June 1978): 17-19.

A brief commentary on community analysis as a tool to improve management decisions.

Flener, J. G. "New Approaches to Personnel Management: Personalizing Management." Journal of Academic Librarianship. 1 (March 1975): 17-20.

Personnel management is an essential factor in productivity. One method of increasing job satisfaction is to offer an optional training program to staff members. The program would provide necessary skills perceived as essential for job advancement.

Fox, J. "Library Planning and Evaluation Institute: Helping State Libraries Write Effective Long-Term Programs." American Libraries. 3 (May 1972): 501-5.

The Library Services and Construction Amendment of 1970 stated that a comprehensive program must be submitted in order to receive federal funds. The College of Education of Ohio State University in Columbus, Ohio, developed an evaluation model known as CIPP. To train librarians in the decision making process a three phase project was developed. Phase I dealt with needs and assessment; Phase II dealt with techniques used in planning; Phase III dealt with problem solving related to planning. "The activities of the institute are recorded in a document entitled Planning and Evaluation for State Library Agencies."

Francis, D. P. "Cost-Benefit Analysis and Public Library Budgets." Library Review. 25 (Spring-Summer 1976): 189-92.

Cost-benefit analysis is a tool designed to reduce social benefits in terms of cost. The exclusive use of this method will not solve all the problems inherent to budgeting library expenditures. "The most conservative estimates of benefits provided by public libraries to their local public indicate that these benefits, when expressed in financial terms, are vastly in excess of expenditures on libraries."

Galvin, T. J. "Beyond Survival: Library Management for the Future." Library Journal. 101 (September 15, 1976): 1833-5.

"We desperately need, as managers, to find alternative vehicles of institutional accountability. In justifying our institutional existence we need to become less materials oriented and more client oriented, to find ways to collect and quantify attitudes toward the library and client estimates of its resources and services and to compare these data over time. Finally, and most central to effective planning, accountability, and budgeting, it will be essential that we devise and implement sound methods for establishing realistic, achievable, appropriate service goals and for reporting in a convincing and entirely candid manner the extent to which these goals have, or have not been realized."

Georgi, C. "Beating Inflation in Libraries." Special Libraries. 66 (May-June 1975): 241-4.

"In what she hopes is a light and lively manner, the author discusses the very serious matter of how to operate a library in an economic period of less, and less, and most probably less."

Gore, D. "Things Your Boss Never Told You About Library Management." Library Journal. 102 (April 1, 1977): 765-70.

"When staff are neither bored by their work, nor alienated from it, nor made anxious by it, productivity is bound to soar. And when that happens, a library director has the best possible case for making compensation rise too. The best hope I can see to remedy the sad salary situation is to find agreeable ways to bring about quantum leaps in real productivity, and then prove to your administration that you have done it."

Grover, P. "Planning, Participation, and Public Relations: Essentials for Trustees." Tennessee Librarian. 30 (Fall 1978): 16-18.

The challenge and responsibility of a library trustee are examined. Here the library trustee is someone who will, "plan, participate and work at public relations, you can be sure that your library is the best one that it can be." Three sources are cited to help the library trustee in the planning stage.

Gwinup, T. "Participation in Decisions: Reference, the Library, and the Larger Question." California Librarian. 36 (April 1975): 56-62.

A wide spectrum of issues are examined in terms of the bureaucratic environment we call a library. The broader issue of working within a bureaucratic framework is narrowed in terms of the need for participation among librarians and management decisions.

Halbrook, A. "Librarian as Manager." New Library World. 77 (May 1976): 95-7.

The managerial style of management by objectives is examined. This system of using objectives to measure competencies allows the librarian to base decisions upon the effects and costs of library service.

Harvell, S. A. "How We Increased Our Budget and Collection Painlessly." North Carolina Libraries. 36 (Summer 1978): 23-4.

Three plans were used to increase the budget, a film rental, book fair and paper back exchange.

Henington, D. M. "Developing Patterns of Main Library Organization." Library Trends. 20 (April 1972): 640-53.

Public libraries share one common organizational structure: they all have departmentalization. The trend is being established toward

fewer and larger departments. The biggest difference between libraries is the grouping of departments.

Jones, K. H. "Creative Library Management: The Existential Perspective." Assistant Librarian. 66 (November 1973): 178-82.

The term existential is used "because it emphasizes the autonomous and creative human element which is of the essence of librarianship." The creative librarian is one who can organize progress and gauge the achievement. The librarian is a creative risk taker and utilizes library synergy. Library synergy is making the library a positive stimulus for creative use. The library is a structure which is used in part for specific information, and as a whole for a holistic use.

Jones, K. H. "Creative Library Management: The Limiting Factors." Assistant Librarian. 66 (October 1973): 158-62.

The limitations of reducing library management to mathematical models needs to be understood. Mathematical models are needed but the importance of creative thinking must not be overlooked. Library synergy deals with a model that emphasizes library stimulus and reader response. This stimulus needs to be constantly expanded to provide a higher level of response among the reader.

Jones, K. H. "Management Theory and the Public Library: Technique or Revolution?" Library Association Record. 73 (January 1971): 10-12.

"Traditional library organization is relatively static, hierarchical and routine-based, and notwithstanding appearances, the application of conventional management theory may do no more than confirm this fundamental pattern. A contrary pattern of organization, derived from the General Systems Theory of Management, accords with new concepts of library ser-

vice, and provides a basis for continuous flexible development of library systems. The elements of the Theory are noted and related to public organization and practice, and some wider implications for librarianship are suggested."

Kim, C. H. "Library Managing for Results." Focus on Indiana Libraries. 27 (Summer 1973): 44-7.

"The expression of principles or directions with which the goals or objectives are implemented is called policy. Establishment of goals or objectives precedes that of policy. The established policy is further translated into specific programs, each of which specifies the requirement and allocation of resources as well as tasks or procedures that are necessary to carry out the program. The policies and programs are deduced from the goals and objectives; this deduction is valid so long as the premise remains valid. This discussion is in a sense, about the validity of the premise or about the variables that determine the library goals and objectives."

Kim, C. H. "Library Management: Man, Material, Service; Institute for Library Administrators held at Indiana State University." Focus on Indiana Libraries. 25 (December 1971): 164-9.

Man, materials, and services are the three spectrums of library service. This is the foundation of the structure that is a library. Library management can not be utilized "unless we know what service we want to serve, we do not know what kind of man we need and we do not know what type of collection to develop."

Kemp, S. D. "Management Tools: Their Use in the Design, Development and Operation of Information Services." Aslib Proceedings. 28 (November-December 1976): 364-9.

Management techniques are used to classify and solve problems. The process is derived from three stages. The "problem classification" technique gives the steps for assessing the problem. The "problem solving" stage lists the pertinent steps for arriving at a decision. The "modes of thought" stage is a tool which allows us to function in three different styles in the "problem solving" stage.

"Libraries for Profit?" American Libraries. 4 (May 1973): 267.

"A survey of Capitol Hill indicates that any move to put public libraries on a user-pay financial basis would meet with a resounding no." The Nixon administration wishes to include library funding in with other local monies. This money would then be distributed by local officials. Mr. Byam predicts, "Libraries won't get any money if that happens."

"Libraries: Money." American Libraries. 3 (December 1972): 1163-4.

A description of how library support was increased at libraries that were faced with inadequate funding.

Little, P. L. and Saulmon, S. A. "Practicing Librarian: Realistic Allocation of Branch Library Staff." Library Journal. 104 (February 1, 1979): 356-8.

A mathematical formula for allocating staff to branch libraries was the outcome of a study. The study analyzed an estimated task time needed to perform a specific job. Allocation of staff was then made on the basis of these results.

Lynch, B. P. "Organizational Structure and the Academic Library." Illinois Libraries. 56 (March 1974): 201-6.

The author doesn't believe that there is one "Best way to design the library's organization structure." In order to decide on the best form of library governance we must have certain ground rules. "We must examine variation among library structures, identify factors that are related to effective performance, attempt to study libraries in an objective and systematic fashion. Then and only then can we accept some discussion on 'The one best way to design the library's organizational structure.'"

McAnanama, J. "Zero Based Budgeting: One Public Library's Experience." Ontario Library Review. 62 (June 1978): 105-12.

The biggest disadvantage to zero based budgeting is time spent. "Finally, was it worth the time spent? Zero base budgeting is a process which as long range benefits. In the short run, it provides a rational approach to budget management, but in the long run it allows for the integration of budget reality with the objectives of the library, so that long range planning is facilitated."

McClure, C. R. "Planning Process: Strategies for Action." College and Research Libraries. 39 (November 1978): 456-66.

"Planning is the process of identifying organizational goals and objectives, developing programs or services to accomplish those objectives, and evaluating the success of those programs vis-a-vis the stated objective. The importance and purpose of planning as a means to increase organizational effectiveness are stressed. A model of the planning process is presented, and the various components of the model are described

in terms of implementation. This paper concludes with the author suggesting some pragmatic strategies and considerations that may facilitate the implementation of organizational planning in academic library."

Marchant, M. P. "Participative Management as Related to Personnel Development." Library Trends. 20 (July 1971): 48-59.

"The purpose of this study is to determine the relationship between the involvement of the professional librarians on the staff in the decision-making process of the library and selected performance characteristics. It would appear that the staff's job satisfaction is highly affected by managerial style and the opportunity to participate in the decision making process."

Martell, C. "Administration: Which Way, Traditional Practice or Modern Theory?" College and Research Libraries. 33 (March 1972): 104-12.

"Recent technological and social developments are forcing many administrators to reassess the effectiveness of traditional managerial practices. Attempts to increase effectiveness by utilizing modern theories of management have frequently ended in failure. This article maintains that features inherent in the traditional, 'mechanistic' organizations hamper the creation of truly flexible and adaptive organizations. If this is the case, it is crucial that administrators learn to recognize and cope with these hindrances."

Martin, J. A. "Staff Evaluation of Supervisors." Special Libraries. 70 (January 1979): 26-9.

"The results of a two-year experiment with subordinates evaluation of supervisors in health sciences library are described. Results of a questionnaire survey of 101 health sciences library directors on this reverse evaluation process are also revealed."

Miller, E. P. "Cost-Effectiveness for Decision Making." Illinois Libraries.
55 (February 1973): 62-4.

Cost-effectiveness is discussed in terms of a decision making policy. Cost-effectiveness involves two factors. The first is the cost to management and the second is the effectiveness to the user. How do we evaluate whether a change will be effective or wanted by the user? The author suggests that one way may be to take a user opinion survey.

Miller, E. R. "Dollars are a Year-Round Job." Wisconsin Library Bulletin.
69 (March 1973): 89-91.

"It is important to establish year-round rapport with other government units to have effective liaison at budget time."

Musmann, V. K. "Managerial Style in the Small Public Library." California Librarian. 39 (July 1978): 7-20.

A survey was conducted of five libraries in which the director, professional staff, and clerical employees evaluated the style of management of the director. Possible styles were: exploitive, authority; benevolent, authoritative; consultative; participative. The management areas were: leadership, motivation, communication, decisions, goals, and control.

Otterson, S. comp. "Bibliography on Standards for Evaluating Libraries." College and Research Libraries. 32 (March 1971): 127-44.

This bibliography has guidelines for the evaluation of subject collections in federal government libraries. References are chosen because of their contribution to an understanding of the elements of library standards and the required criteria. References are also given to articles dealing with an application of the methodology needed for the evaluation task.

Palmour, V. E. "Planning in Public Libraries: Role of Citizens and Library Staff." Drexel Library Quarterly. 13 (July 1977): 33-43.

"The purpose of this paper is to discuss the kinds of information needed for planning in public libraries, some of the difficulties and pitfalls in obtaining such information, and suggestions for improved methodology in public library planning. Emphasis will be placed on the role of citizens - both library users and nonusers - and library staff members in the planning activity."

Plate, K. H. and Stone, E. W. "Factors Affecting Librarians' Job Satisfaction: A Report of Two Studies." Library Quarterly. 44 (April 1974): 97-110.

Job satisfaction is discussed in terms of Fredrick Herzberg's theory. A study was conducted to see what led to job satisfaction and dissatisfaction. Motivators which lead to satisfaction are: achievement, recognition, work itself, responsibility, advancement, and professional or personal growth. Causes for job dissatisfaction are: institution policy and administration, supervision, interpersonal relationships, working conditions, status, salary, and security.

Ramsay, N. C. "Nature of Librarianship: The Profession and its Role in the Community." Australian Library Journal. 21 (September 1972): 325-31.

"The practice of librarianship involves not only carrying out the core tasks of the profession - collecting, organizing, exploiting and preserving books and information - but administering the libraries and information services in which these tasks are carried out. In this respect librarianship differs from the classic professions."

Randall, G. E. "Budgeting for Libraries." Special Libraries. 67 (January 1976): 8-12.

"In the past the major portion of the industrial library budget, as high as 90-95% of the total, was consumed by personnel and literature costs. Emperically and rationally derived bases for determining the costs for libraries are suggested. Recent accounting procedures and the advent of new technologies have introduced costs into the library budget so that literature and personnel costs may now account for only 75-80% of the library budget."

Rayward, W. B. "Bureaucratic Organization of Libraries." Australian Library Journal. 19 (August 1970): 245-53.

A review of the similarities of bureaucratic organizations in libraries. An illustration of a beginning library is given with the development of each department and its function. The best structured department is mere paper work if an understanding of the human element is ignored.

Rizzo, J. R. "Accountability and the Library (With Discussion)." Wisconsin Library Bulletin. 71 (January 1975): 14-17.

"A library administrator who approaches accountability in this manner can achieve benefits beyond those of achieving organizational effectiveness and efficiency. A budget presented in achievement area or program terms encourages decisions based on results."

Shaffer, K. R. "Library Administrator as Negotiator: Exit the Boss." Library Journal. 100 (September 1, 1975): 1475-80.

The traditional image of the boss is being reexamined. This image is being replaced by a manager who is in the role of a negotiator. "The administrator must forego the spotlight of prestige to share achievements readily and widely. And last, he or she must possess an elephantine

strength, energy, and patience, not only in dealing with the crises and problems of the library, but in providing the leadership day by day that will bring it to greater achievement and excellence."

Shuman, B. A. "Model-Building Techniques for Public Libraries." Focus on Indiana Libraries. 28 (Summer-Fall 1974): 43-4.

A procedure for reducing library problems into working models is portrayed. Several diagrams of models are illustrated to incorporate the various techniques.

Singh, M. "Library Improvement: Some Human Factors." Indian Librarian. 26 (March 1972): 164-81.

One important aspect of management is personnel. How do we motivate people to do their best? Where we see that various factors of the workers relationship play an important role in job motivation. How we deal with these relationships will effect personnel productivity.

Steensland, R. P. "Management in Public Libraries." North Carolina Libraries. 32 (Winter 1974): 19-22.

Three managerial styles are compared. "Management by crisis" is seen as a method where the library manager is constantly called to make low level decisions. "Management by drives" is an administrator who is continually supervising others who make low level decisions. The middle ground approach is "management by objectives." "This approach to library management seeks through planning to eliminate crisis within the organization."

Summers, F. W. "Libraries and Budgeting." Connecticut Libraries. 15 (April 1973): 2-10.

The need to justify your budget to gain added support or programs is perceived. Budgeting is the basic philosophy that governs the spending of money and other resources in the library. A look at the different types of budgeting procedures are examined in the light of providing better library services.

Swanson, R. W. "Organization Theory Related to Library Management." Canadian Library Journal. 30 (July 1973): 356-64.

"Modern organization theory is a composite of theory on structure and function of organizations and theory on human behavior in them. There is an evident need for managerial skills and analytic expertise related to patron service, both demanding a high degree of interpersonal interaction. Increasingly, time and experience are permitting an examination of objectives, performance effectiveness, work group arrangements, and organization alliances for which knowledge of organization theory is helpful. This paper presents elements of organization theory relevant to projective assessments of libraries and information centers."

Tarr, S. A. "Effective Group Process for Libraries: A Focus on Committees." College and Research Libraries. 35 (November 1974): 444-52.

"One way of generating greater and more effective staff participation in library management is through the library committee. An investigation and reevaluation of the traditional library committee composition, functions, and performance is made applying management principles and group interaction theory."

Waddington, C. C. "Some Principles of Administration in Libraries." Journal of Education for Librarianship 10 (Fall 1969): 138-43.

The importance of administrative decisions is structured by three principles. "The three principles of administration are: 1) the need to focus on the quality and quantity of work done by staff members and the exclusion of all 'routine tasks' from an administrator's schedule, 2) the need for two-way communication up to the point of mutual understanding of the individual and problems involved, 3) the need to plan and implement change. The other five functions of a library include: planning (included here are organizing, coordinating, and budgeting); decision making (directing); delegating; staffing; and reporting." Within this framework the importance of administrative decisions are examined.

Waldhart, T. J. and Marcum, T. P. "Decision Making and the Analysis of Library Operations and Services." Kentucky Library Association Bulletin. 35 (October 1971): 4-11.

"A number of factors can contribute to the level of quality achieved in decision making, some of the most obvious being: (1) the degree to which the decision maker understands the problem, (2) the presence or absence of information to support the decision making process, (3) the quality of the supportive information, and (4) the decision maker's interpretation of the supportive information. In light of the importance of good decision making to the effective and efficient management of libraries, this paper will consider two aspects of the problem: the structure of the decision making process; and the relationship which exists between decision making and the analysis of library operations and services. Perhaps through a better understanding of the decision making process we can contribute slightly to improve library management."

Waller, S. B. "Libraries, Managers, and People." Special Libraries. 66 (September 1975): 411-15.

"The question of library management is receiving more and more attention. Increasing liberal attitudes on the part of workers is straining current supervisory techniques. There is evidence to suggest that current management thinking is not effective enough to deal with these changes. It is evidenced in the pressures experienced by managers and in the increasing discontent of employees. Library managers can benefit from a study of differing management theories and a greater understanding of human interactions in the work environment. They must recognize that where there is poor interaction their role is causative as well as crucial."

Wedgeworth, R. F. "Prospects For and Effecting Change in the Public Library." Library Quarterly. 48 (October 1978): 531-41.

A historical survey of what areas have been most affected by change in the library. One way of encouraging change is through the continuing education of librarians. This need was provided in CLENE (Continuing Library Education Network and Exchange).

Willard, D. D. "Seven Realities of Library Administration: Fear, Blame, the Productivity Obsession, Expediency, Management by Crisis, Bureaucracy, Management by Platitude." Library Journal. 101 (January 15, 1976): 311-17.

Library administration deals with the following personnel problems: "fear, blame, the productivity obsession, expediency, management by crisis, bureaucracy, and management by platitude." These areas are a natural deterrent to job satisfaction and productivity. Administrative

theories are needed but individual behavior must be considered before the theories are applicable.