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Advances in Library Administration and Organization (Review)

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Advances in Library Administration and Organization, Volume 13, edited by Delmus E. Williams and Edward D. Garten. Greenwich, CT: lAI Press Inc., 1995. 253p. $72.00. ISBN 1-55938-931-1.

This volume is a tedious hodge-podge of eight articles on library administration and organization. The opening article, "The Trustee/Director Role in a Library Network," discusses the author's experiences as a member of the governing boards for DCLC and for SOLINET. Given the significance of OCLC and the regional networks for libraries, this article is of use for its elucidation of the cooperative, resource sharing role that networks play and the appropriate roles for trustee/director.

"Ethics in Professional Workload Assignment and Delegation: Middle Management Decision Making during Times of Change" is helpful in identifying ethical issues that managers may confront and attempts to create a broader theoretical context out of which emanates practical suggestions. The discussion is, unfortunately, marred by statements proclaiming the utter relativity of standards of right and wrong, which if true, would seem to vitiate the need for the article.

"Transformational Leadership in Academic Libraries: An Empirical Study of the Model and Its Relationship to Perceived Organizational Effectiveness" is, of all the articles in the volume, the most theoretical. What is called a "transformational model" of library leadership is held up as a new, innovative style of leadership (practicing empowerment, treating people as persons, etc.), which is invidiously contrasted with the transactional leadership model of the past in which people are manipulated and treated as pawns. It does, however, stretch credulity to believe that "treating people as persons" has been just recently discovered.

The remaining five articles ("Library Automation's Effect on the Interior Design of California Public Libraries," "Planning Tools and Strategies Used by Academic Librarians in Four Sun Belt States and Four Rust Belt States," "Managing Quality at Bowling Green: A Case Study," "Twelve Years Later: The Organizational Model in Place at the University of Quebec at Chicoutimi (UQAC) Library," and UContinuous Assessment of the Academic Library: a Model and Case Study") are case studies that focus on the application planning strategies and evaluative tools for solving problems and making constructive changes in libraries. Because of the idiosyncratic nature of most of the articles and the high price, this volume is not recommended.-Stephen Paul Foster, Central Michigan University Libraries Park Library, Mt. Pleasant, MI 48859.