

Book reviews

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**International Encyclopedia of Information and Library Science.**

Edited by John Feather and Paul Sturges. 2nd ed. London, U.K.: Routledge (Taylor & Francis Group), 2003. 688 p. \$195.00. ISBN 0-415-25901-0. ©

The second edition of the *International Encyclopedia of Information and Library Science (IEILS)* by Feather and Sturges has been substantially revised and updated to include rapid changes in technology since the first edition was published in 1997. However, the two editions follow the same basic format. The main body of the work is an alphabetical arrangement of subjects or terms found in the fields of information and library science. The entries vary in length from brief definitions of a few sentences to long, signed articles that are followed by numerous references and recommendations for further reading.

Liberal use is made of cross-references, which appear in capital letters in the text, as well as "see also" references. To illustrate the manner in which the various entries are linked, a short paragraph about "SPAM" defines the term and gives its probable origin. In the text, there is a cross-reference to "BANDWIDTH." The entry for bandwidth has a cross-reference to "BROADBAND," which in turn has a cross-reference to "INTERNET." This entry is longer and gives references, a suggestion for further reading, and several "see also" references.

In the preface, the editors explain their viewpoint on the disciplines of library science and the larger

field of information science. They state that in planning the *IEILS* as well as the revisions for the second edition, "We have taken information itself as the basic unit of currency in which we are trading" (p. xvii), with libraries and librarianship being only one part of the information world. The emphasis is on information science rather than librarianship. The theory of information and the ways it is collected, stored, processed, and retrieved form the basis of the publication. This theory along with the ways that information is communicated to those who seek it provide the foundation of the encyclopedia. Twelve major entries or articles (expanded from nine in the first edition) reflect what the editors consider to be the most significant topics for this work. The entries include communication, economics of information, informatics, information management, information policy, information professions, information society, information systems, information theory, knowledge industries, knowledge management, and organization of knowledge. These entries vary from three to fifteen pages and have extensive lists of references and suggestions for further reading. These twelve articles are the theoretical framework that link all the other entries. Many other articles written by specialists on specific topics as well as numerous cross-references and "see also" references support the twelve in-depth articles. These articles provide a general introduction or overview for those unfamiliar with the topic.

The index provides access to terms that might not have a separate entry. An example is the National Library of Medicine, which does not have its own entry but is mentioned by name only (four words) in the description of the Library of Congress. This rather surprises a reader in the United States until one recalls the British orientation of both the editors and the publisher.

At the beginning of the book is a list of abbreviations and acronyms used throughout the book. Illustrations

include figures and tables. Many of the entries carried over from the previous edition have been augmented or updated by the editors, who have also made extensive revisions of some entries. Entries include brief biographical information about important people in the fields of librarianship and information science such as Tim Berners-Lee, Melvin Dewey, and Eugene Garfield. Both the old and the new are included. Entries such as the history of Islamic libraries are included with references and suggested further reading, as well as entries on informatics, electronic journals, and virtual libraries. More coverage is given to archives and museums in this edition, and geographic coverage is expanded with information on archives, libraries, and the state of information technology in different parts of the world, including developing countries.

Two hundred ten international contributors from the fields of information and library science are listed as collaborators for the *International Encyclopedia of Information and Library Science*, and about 150 of these specialists contribute nearly 600 entries. Slightly more than half the contributors are from the United Kingdom, several are from various European countries, and there is scattered representation from other places such as Africa, Australia, Canada, Japan, Mexico, New Zealand, and the United States.

This work will be very helpful for students of library and information studies and is recommended for large public libraries and academic libraries.

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HAYES, ROBERT M. **Models for Library Management, Decision-Making, and Planning.** San Diego, CA: Academic Press, 2001. (Library and Information Science Series.)

278 p. and CD-ROM. \$99.95 ISBN 0-12-334151-5. ©

*Models for Library Management, Decision-Making, and Planning* is authored by Robert Hayes, professor emeritus and dean (1974–89), Graduate School of Library and Information Science, University of California, Los Angeles. The purpose of the book is to provide library managers with quantitative, qualitative, and descriptive models for effective planning and decision making. The emphasis, however, is largely on quantitative models that consist of mathematical equations that measure the workloads that drive library operations. Hayes incorporates most of these quantitative models into his Library Planning Model (LPM), an Excel spreadsheet on CD-ROM that accompanies the book.

Hayes sets the tone for the book with an introductory chapter that discusses the nature of scientific management, operations research, and systems analysis and the application of game theory to decision making. The next chapter lays the groundwork for how scientific management may be applicable in library decision-making contexts. Hayes focuses on tactical operations such as assessing "what-if" situations, setting fee structures, making outsourcing decisions, assigning staff, and managing collection growth as well as strategic planning for institutional and national information policy effects.

The next chapter presents an overview of Hayes's LPM and its conceptual and operational structure as the tool for bringing together several of the scientific management models to use on the decision problems presented in the previous chapter. LPM is an Excel spreadsheet that provides a means for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in an academic library. The purpose of LPM is to provide a means for assessing alternatives and "what-if" situations represented by changes in some elements of data while keep-

ing others unchanged. It is a menu-driven tool that allows library managers to enter data about their user population, holdings, acquisitions and cataloging activity, and use of library services. The model also allows for the input of data associated with publishing, an increasing activity among academic libraries. Results are then presented that may be used to generate estimates of staff and associated costs, determine distributions of staff among various operations and services, and determine needs for facilities to serve users, store materials, and accommodate staff. It is possible to modify any of the factors by which LPM determines staff, facilities, or costs. The program also offers the ability to load data from the Association of Research Libraries (ARL) or Association of Academic Health Sciences Libraries (AAHSL) annual statistics as a means for calibrating the values used in LPM or as the basis for comparing one's library with similar values.

The next three chapters deal with operational and tactical issues in library internal management including a framework for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in a library. Attention is given to models for representing data about users and their uses of libraries in a form that permits generation of estimates of workloads on user services and the impact on facilities. Similarly, Hayes presents models for representing the acquisition of materials and the related technical processing, for estimating the associated staffing, and for determining storage requirements.

The final section of the book focuses on strategic issues that are external to the library. Hayes presents models of institutional requirements as determined by the institution's own objectives and discusses models for representing the past, present, and future status of means for information production and distribution. He touches on the role of libraries as publishers and the impact of information econom-

ics on libraries. The book includes a thorough index and detailed bibliographies with each chapter.

Formally trained as a mathematician, Hayes brings considerable expertise in systems analysis to his examination of library management. He presents a thorough introduction to the potential of operations research and quantitative management techniques in library decision making and a well-documented explanation of the rationale behind his LPM. Readers must, however, digest a dense concentration of scientific management theory and statistical analysis to benefit fully from this book. Library managers with minimal knowledge of statistics may find it a challenge to grasp some of the material. The LPM could clearly be helpful in assessing some "what-if" situations in academic libraries and applying standard library workload factors to estimating staffing requirements. It is unclear, however, whether the model and spreadsheet will be helpful in grappling with the increasingly complex decisions driven by digital collections and electronic publishing. The book is recommended for library managers in academic libraries who have an interest in strengthening their knowledge of library management models and those who want to apply quantitative decision-making techniques to their library operations.

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HODGES, T. MARK. **The Southern Chapter of the Medical Library Association: A Fifty Year History 1951–2001.** Nashville, TN: Southern Chapter of the Medical Library Association, 2001. 79 p. (Text available at <http://www.mc.vanderbilt.edu/biolib/scmla/hist.htm>)

This volume was in response to the Medical Library Association's (MLA's) request for each MLA