

seemed to be with it, as it reflected some specific focus of their operation not captured by a more generic term.

Despite the inclusion of automation in the subtitle, there is not great emphasis on this aspect of library/information work in the report. The questionnaire asked about current usage and desire to automate, but readers are left to draw their own conclusions about its future impact.—*Charlene Renner, Iowa State University, Ames.*

Chen, Ching-chih. *Zero-Base Budgeting in Library Management: A Manual for Librarians.* Phoenix: Oryx Press, 1980. 290p. \$27.50. LC 80-12055. ISBN 0-912700-18-1.

The author, who describes herself as neither advocate nor detractor of zero-base budgeting (ZBB), has addressed her work to library managers who seek information about this recently heralded theory/process, "to decide whether ZBB can be a meaningful and suitable process for them in planning, budgeting, evaluation, and control." Portions of the material presented were developed for institutes on ZBB directed by the author in 1978.

Following a section on "Fundamentals of Budgeting" (ten pages), Chen offers general background (eight pages), and some thirty pages of more detailed explanation of the special elements (e.g., "decision packages") of ZBB. She concludes the narrative section of the book with a short chapter (four pages) on advantages and disadvantages of ZBB, and then six pages on "Managing ZBB and Its Implications for Library Managers." Most of the remainder (some two hundred pages) of the book is taken up with examples, almost entirely reproductions of both blank and completed ZBB budget documents from three special libraries: a state library, two medium-sized university libraries, and one college library. A glossary, bibliography, and index complete the volume.

The fundamental weakness of the work stems from its origins as a collection of material intended for use in an institute, where an instructor or leader can provide both context and answers to questions. The book is wanting—certainly as a "manual"—in that both the general discussion and the examples of ZBB applications are presented without

context or the critical analysis and commentary needed by many readers, especially those not well versed in budgeting issues. A more substantive review of general budgeting principles and theory (more than one paragraph to describe program or performance budgeting, for example) would have strengthened this work considerably. Fewer examples, with explication of and fuller commentary on the details of library applications of ZBB would have been most useful. Numerous stylistic, and some grammatical, lapses also suggest haste in editing and production.

While references to other works on ZBB are many and valuable, all but a scattered few date from ZBB's halcyon period of 1975-77. There are more recent and useful comprehensive analyses of ZBB, such as Hammond and Knott's *Zero-Based Look at Zero-Base Budgeting* (published in 1980), that the librarian-manager should consult.

This would be an appropriate acquisition for larger library-science collections, but, especially at the quoted price, it is not recommended to others.—*William J. Crowe, Ohio State University Libraries, Columbus.*

Boss, Richard, and Raikes, Deborah. *Developing Microform Reading Facilities.* Westport, Conn.: Microform Review, 1981. 198p. \$39.95. LC 81-3963. ISBN 0-913672-09-2.

The latest volume in the Microform Review series in library micrographics management, *Developing Microform Reading Facilities*, is magazine sized, with lots of photographs and not much text, considering the size. The price, moreover, is a rather steep \$39.95. Nonetheless, the information it contains is accurate, complete, well illustrated, and certainly useful to anyone contemplating designing a microforms-reading area. It is clear that the authors have had "hands on" experience with microforms and know whereof they speak; their recommendations are both practical and reasonable.

The book is divided into five chapters, plus an introduction and a conclusion. The first three chapters discuss the various microformats and such things as reduction ratios, silver versus nonsilver film, and the physical care of microforms. Other topics covered in these chapters are locating and preparing a