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Library Budgeting for Law Librarians: A Selected Bibliography, 1965-1986*

Dwight King**

This annotated bibliography of selected books and articles published from 1965-1986 lists sources from the general library literature and law librarianship on methods of budget preparation and presentation, library costs and performance measures as they relate to budgeting, and library bookkeeping and budget management.

Introduction

Most references in this bibliography on library budgeting concern the variety of ways in which a budget—a plan relating all the expenditures and income expected during a given future period—may be prepared and then presented to the library's funding authority. The bibliography is arranged in three main sections: budgeting methods, library cost and performance measurements, and bookkeeping. Entries are listed chronologically within each section.

In section I, the articles are grouped according to the following budget methods: line-item, lump-sum, formula, performance, program, PPBS, and zero-base. The terms are defined in the following paragraphs.

The *line-item budget*, the most common budgeting method, is simply "a list of the various types of expenditures made by an organizational unit, and the amounts for those expenditures."¹ "Line-item budgets are normally divided into a few universally used general accounts, which are subdivided according to the specific needs of the organization."² If not adopted as the budget of choice, the line-item budget probably will be incorporated into one of the more sophisticated budget techniques, because

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1. M. KOENIG, BUDGETING TECHNIQUES FOR LIBRARIES AND INFORMATION CENTERS 3 (1980).
2. M. TRUMPETER & R. ROUNDS, BASIC BUDGETING PRACTICES FOR LIBRARIANS 40 (1985).

the information it contains about total expenditures and accounts is important to management.

Conversely, the *lump-sum budget* is the least common budgeting-method. Seldom does a funding authority allocate a substantial sum of money while leaving to the librarian "complete discretion on how that sum should be expended."³ Even if the funding authority makes such an appropriation, the library budgeter inevitably has to adopt another budgeting technique for internal distribution of the funds.

With the *formula budget*, objective criteria are applied to data about a library's community to determine fund allocation.⁴ For example, formulas may be used to compute the library budget as a fixed percentage of instructional costs or a fixed dollar amount per full-time student enrollment.⁵ Formula budgets are often applied to state-supported colleges and universities because formulas "offer the dual advantages of first determining the size of the total resource to be expended by the state and beyond that indicating how the resource appropriated should be allocated among competing institutions."⁶ Few budgeting and planning skills are required to administer a formula budget, but determining a formula that satisfactorily quantifies quality can be difficult.

A second budget with a quantitative bent is the performance budget. "The essence of the performance budget is that it is stated in terms of work to be done or activities to be carried out, with carefully compiled cost standards and work measurements applied to each activity."⁷ A performance budget might contain unit costs for activities such as answering a reference question or circulating a book. "The expected or proposed level of activity is then simply multiplied by the unit cost"⁸ to arrive at a probable expenditure figure. Although the costing of activities can become complicated, such cost analyses are useful. In fact, several of the other budgeting methods employ them.

The performance budget is more sophisticated than a line-item budget. The line-item budget focuses on resources such as personal services, materials and supplies, and employee benefits.⁹ "While an expense is assigned to each account, there is no identifiable relationship between money and achievements."¹⁰ The performance budget, with its focus on

3. M. KOENIG, *supra* note 1, at 5.

4. Summers, *A Change in Budgetary Thinking*, 2 AM. LIBR. 1174, 1178 (1971).

5. *Id.*

6. *Id.* at 1179.

7. *Id.* at 1176.

8. M. KOENIG, *supra* note 1, at 6.

9. M. TRUMPETER & R. ROUNDS, *supra* note 2, at 42.

10. *Id.* at 44.

library activities, does show the relationship between money and library activities. However, the performance budget still fails to show the relationship between the activities and the achievement of library goals and objectives. It communicates to a funding authority the cost of a library activity, but it does not communicate *why* that cost should be undertaken.

The other three types of budgets—program budget, the Planning-Programming-Budgeting System (PPBS), and the zero-based budget—show the relationship between library resources and activities, and between activities and the fulfillment of specific library goals and objectives.

In *program budgeting*, “the proposed expenses of the organization are analyzed and delineated in terms of the functions that the organization undertakes, i.e., its programs.”¹¹ With the program budget, one can see to what extent the money expended is accomplishing the library’s goal; for example, in providing a current awareness service or creating an on-line cataloging system.

The *Planning-Programming-Budgeting System (PPBS)* is a widely used version of the program budget adopted at many government levels after it was used by Robert McNamara at the Defense Department during the 1960s. PPBS is “the notion of beginning the budgeting and planning process by carefully analyzing the goals to be accomplished, and then comparing these analyses to the costs and benefits of alternative methods for accomplishing those same goals.”¹² An important concept underlying PPBS is that it is often instituted on a “super-organizational basis.”¹³ Thus, the library becomes just one program in an educational institution’s plan to enrich the flow of information to students and teachers.¹⁴ Those adopting PPBS sometimes have problems deciding “how to measure the attainment of performance objectives.”¹⁵ Particularly in a library, “‘where output is not material, statements about effectiveness are extremely difficult to validate.’”¹⁶ It is also difficult to evaluate the various alternative methods for reaching one’s goals.

Zero-base budgeting is another complex program budget that requires a manager to create the budget request in detail from scratch. This process forces the manager to justify every expenditure.¹⁷ Zero-base budgeting is the ultimate weapon in the attack on incrementalism in budgeting. No

11. M. KOENIG, *supra* note 1, at 8.

12. *Id.* at 9.

13. *Id.*

14. Summers, *supra* note 4, at 1177.

15. M. KOENIG, *supra* note 1, at 10.

16. Summers, *supra* note 4, at 1177 (quoting A. ETZIONI, *MODERN ORGANIZATIONS* 9 (1964)).

17. Sarndal, *Zero Base Budgeting*, 70 *SPECIAL LIBR.* 527 (1979) (quoting Pyhrr, *ZBB, ACROSS BOARD*, Nov. 1977, at 34).

longer is the budget "increased a little bit each year, with no questions asked about the services those expenditures [are] expected to provide."¹⁸

Section II of this bibliography includes references to sources that examine library costs and performance measurement. Cost information is vital to the library budget manager because it helps one anticipate budget expenditures. Performance measurements enable one to decide if the costs are producing useful benefits.

Section III cites sources dealing with library bookkeeping or management of the budget. These sources offer guidance on how to "expend your appropriation in a controlled, legal, and accountable way."¹⁹

Because law librarians are the intended audience of this bibliography, I attempted to include all books and articles specifically devoted to law library budgeting. I conducted literature searches in DIALOG to find books and consulted the *Index to Legal Periodicals*, *Legal Resource Index*, and the indexes of *Law Library Journal* for articles. There are few publications devoted to law library budgeting, however, and any law librarian concerned with budgeting must turn to the general literature of librarianship for more guidance. The majority of this bibliography's references are to the general literature.²⁰

DIALOG searches and the *Library Literature* indexes were helpful in identifying sources on budgeting in the general library literature, as were the bibliographies contained in many of the publications. To keep the bibliography manageable, the references selected were limited to those concerning special, academic, or public libraries. Because most law libraries fall into one of these broad library categories, publications dealing with budgeting in these types of libraries are most relevant. I paid particular attention to publications that were cited frequently, so that I might provide annotations for these influential books and articles.

The decision to set 1965 as the opening date for the bibliography established a twenty-year period from which can be drawn a wealth of references to the various methods of library budgeting in use today.

I. Budgeting Methods

This section is divided into sources presenting a general discussion of budget methods and sources examining specific methods, including formula, performance, program, PPBS, and zero-base budgeting.

18. M. TRUMPETER AND R. ROUNDS, *supra* note 2, at 40.

19. *Id.* at 118.

20. For a recent bibliographic essay on budgeting aimed at the general library audience, see Koenig & Stam, *Budgeting and Financial Planning for Libraries*, in 4 *ADVANCES LIBR. ADMIN. & ORGANIZATION* 77 (1985).

A. General Discussion

- Cowle, Stanley R. "Presenting the Library Budget to Appropriating Authorities." *Minnesota Libraries* 22 (1969): 329-34. Cowle, a budget director, suggests ways librarians might increase the likelihood of budget approval by using communication, imagination, innovation, articulation, zealotness, community support, and rapport with appropriating authorities.
- Sellers, David Y. "Basic Planning and Budgeting Concepts for Special Libraries." *Special Libraries* 64 (1970): 70-75. This article is written for the special librarian with little training in library management. Sellers, a planning and budgeting officer for Cornell University Libraries, describes his three-step approach to better planning. He uses a parent-child analogy to explain budgeting techniques.
- Summers, William. "A Change in Budgetary Thinking." *American Libraries* 2 (Dec. 1971): 1174-80. Summers reviews the major budget systems used in this country and comments on the strengths and weaknesses of each. Systems covered include: lump-sum, object of expenditure and line-item, performance, formula, and PPBS, the system he prefers.
- Lee, Sul H., ed. *Library Budgeting: Critical Challenges for the Future*. Ann Arbor: Pierian Press, 1977. 111 pp. This book is a compilation of papers on "no-growth budgets" presented at a conference held in 1976 at Indiana State University. The papers reflect the three purposes of the conference: (1) "to review the history of library budgeting"; (2) "to survey several [budgeting] approaches currently used"; and (3) "to review the impact of current trends on library budgets." A selected bibliography of over 140 books, articles, and dissertations relating to budgeting, covering the years 1970 to mid-1976, is included.
- Carter, Ann M. "Budgeting in Private Law Firm Libraries." *Law Library Journal* 71 (1978): 187-94. Carter discusses the results of her 1977 statistical survey of 141 private law firm libraries. The author concludes that only forty-four percent of law firms prepare a library budget at all. Most firms feel no need for any library budget, much less a formal, tightly controlled one. Therefore, Carter suggests a way librarians might tailor the principles of a formal budgeting process to fit the "less formal, less constrained spending attitude of a law firm."
- Martin, Murray S. *Budgetary Control in Academic Libraries*. Greenwich, Conn.: JAI Press, 1978. 219 p. Martin's book, which he considers "practical rather than theoretical," discusses the development, presentation, and control of a library budget. "The basic purpose is to concentrate on the process of budget-making and budgetary control as an essential administrative activity." Martin asserts that, although his book "is generally concerned with medium sized academic libraries, the principles stated and the techniques outlined can be applied to other situations." In the opening chapters, Martin discusses the need for fiscal management, defines a

budget, and explains the purpose of budgetary control. In later chapters, he describes the importance of collecting relevant information to support one's budget request, setting up and presenting a budget, and then monitoring the budget throughout the fiscal year. The appendix provides a case study.

- Koenig, Michael. *Budgeting Techniques for Librarians and Information Centers*. New York: Special Libraries Association, 1980. 71 pp. This book is a primer on budgeting techniques. Early chapters discuss cost analysis and basic economic concepts for financial and budgetary decision-making. Koenig then applies these budgeting basics as he explains how to create, compile, and justify a program budget. The book emphasizes the program budget, which Koenig considers the best technique. Koenig closes with a chapter suggesting ways that librarians may use to make themselves more effective in the political process of budgeting.
- Lynden, Frederick C. "Library Materials Budgeting in the Private University Library: Austerity and Action." *Advances in Librarianship* 10 (1980): 89-154. Lynden presents an overview of the literature on the budgeting process for library materials. His review highlights articles that cover some of "the practical aspects of how acquisition funds are raised, spent or saved." Lynden also provides an analysis of the library materials budgeting process in twelve large private libraries. "This analysis focuses on three aspects of materials budgeting: the formation of the budget itself, the relationship between the materials budget and the collection development, and the influence of interlibrary cooperation on materials budgets."
- Marke, Julius J. "A Problem for Law Librarians." *New York Law Journal*. Nov. 17, 1981, p.4, col. 4. Marke complains that practices introduced by law book publishers are eroding the book budgets of law libraries. Up to ten percent of a book budget can be consumed unexpectedly by postage, handling, and insurance fees not reflected in a publisher's list prices. In addition, the publisher's penchant for producing revised and recompiled volumes for digests, statutes, and monographs is frustrating to library budgeters who are unable to anticipate how many revisions will be forthcoming, and how much they will cost.
- Taylor, Betty W., and Dan F. Heinke. *Budgeting for the Law School Library*. New York: Glanville Publishers, 1981. 145 pp. Taylor and Heinke describe the usefulness of line-item and formula budgets, zero-base budgeting, and PPBS in law libraries. The authors recommend information sources to assist a librarian in making reliable predictions about fund allocation for purchase and upkeep of serials, monographs, audiovisual materials, and computer services. The authors explain the responsibilities of the librarian as a fiscal manager, and review the annual budgeting process.
- Mueller, Heinz Peter, and Patrick E. Kehoe, eds. *Law Librarianship: A Handbook*. 2 vols. Littleton, Colo.: F.B. Rothman, for the American Asso-

ciation of Law Libraries, 1983. These two volumes contain essays on law librarianship written by noted law librarians. One essay in volume 1 briefly mentions budgeting: "Administration of Academic Law Libraries" by Roy Mersky, which contains a discussion of methods of budgeting, drafting budget requests, and obtaining funds to supplement the budget (pp. 41-49).

Trumpeter, Margo C., and Richard S. Rounds. *Basic Budgeting Practices for Librarians*. Chicago: American Library Association, 1985. 164 pp. This practical text on library budgeting is written primarily for administrators of public and school libraries; it emphasizes program budgeting, although line-item and zero-base budgeting also are discussed. Chapters offer advice on identifying community needs for library service, making revenue and expenditure projections, obtaining funds from outside sources, and making written and in-person budget presentations. Trumpeter and Rounds suggest a yearly schedule for budget activities and offer guidance in managing the budget. Each chapter contains a list of suggested readings and practice exercises.

Bonk, Sharon C. "Rethinking the Acquisitions Budget: Anticipating and Managing Change." *Library Acquisitions* 10 (1986): 97-106. Bonk maintains that monitoring allocations by subject and by type of material will enable librarians to better anticipate the need for change in the acquisitions budget during the fiscal year. Having realized the need for change, one must decide what change to make. Bonk presents three scenarios that call for adjustment in the expenditure plan, and suggests possible corrective actions.

Ramsey, Inez L., and Jackson E. Ramsey. *Library Planning and Budgeting*. New York: Franklin Watts, 1986. 228 pp. The Ramseys present "a logical consistent planning and budgeting framework" for administrators in public, university, and school libraries. The authors assume that the reader has no background in planning, accounting, finance, or budgeting. Topics include the use of budgets as managerial tools for performing cost studies and forecasting future expenses, preparing budget requests, and planning capital budgets for "big ticket items." One chapter explores how micro-computer spread-sheet software can aid in budget formulation and revision.

B. Formula Budgeting

Clapp, Vernon S., and Robert T. Jordan. "Quantitative Criteria for Adequacy of Academic Library Collections." *College and Research Libraries* 26 (Sept. 1965): 371-80. Clapp and Jordan present formulas designed to provide meaningful quantitative measures for estimating the minimum collection needs of academic institutions. They state that their formulas are an improvement over those presently used by academic librarians, which do

not adequately reflect the differing characteristics of academic institutions. However, the authors admit that their formulas require further refinement, and suggest areas for further research.

Fairholm, G. W. "Essentials of Library Manpower Budgeting." *College and Research Libraries* 31 (Sept. 1970): 332-40. Many library directors are asked to justify their budgets with quantifiable, objective data. Yet, many find it difficult to accurately quantify some library programs and processes. To ease this burden, Fairholm offers a formula that provides a quantifiable basis for staffing needs. This formula is based on weighted standard times required to perform routine library functions correlated to quantitative factors that reflect holdings and clientele differences among libraries.

Burton, Robert E. "Formula Budgeting: An Example." *Special Libraries* 66 (1975): 61-67. Burton opens with a brief discussion of other formula budgets in use, then describes a proposed formula for the University of Michigan Libraries. The formula is applied to estimate the impact on the university library of a projected new instruction or research program. The formula provides estimates for the book budget and for the public, technical, and administrative service staffing needs.

Summers, F. William. "The Use of Formulae in Resource Allocation." *Library Trends* 23 (1975): 631-42. Summers asserts that the most extensive use of formula allocation has been in state support of public higher education. He discusses this development and its implications for library services. Advocates contend that formula budgeting is preferable to other techniques because it is more objective and scientific. Summers explains why political realities and faculty assumptions undermine formula budgeting's claimed virtues.

Schad, Jasper G. "Allocating Materials Budgets in Institutions of Higher Education." *Journal of Academic Librarianship* 3 (1978): 328-32. Schad traces the history of book fund allocation formulas, critically assessing well-known formulas by McGrath, Pierce, and others. Concluding that no "fundamental theory or formula for allocating funds exists," Schad alternatively suggests considerations to be made by those facing allocation dilemmas. He suggests that "an invaluable outline of major considerations is contained in the ALA *Guidelines for the Allocation of Library Materials Budgets*."

C. Performance Budgeting

Hamill, Harold. "The Numbers Game." *Library Journal* 90 (1965): 3563-67. Hamill, City Librarian for the Los Angeles Public Library, is critical of performance budgeting. He claims that its benefits are far outweighed by its costs and expended energy. He also argues that performance budgeting,

with its emphasis on quantitative measurements, is not helpful in determining the quality of library services.

Axford, H. William. "An Approach to Performance Budgeting at the Florida Atlantic University Library." *College and Research Libraries* 32 (March 1971): 87-104. Axford discusses the performance budgeting and formula budgeting techniques he used to remedy problems encountered at the Florida Atlantic University Library.

D. Program Budgeting

Schad, Jasper G. "Allocating Book Funds: Control of Planning?" *College and Research Libraries* 31 (May 1970): 155-59. Schad contends that book fund allocation schemes were created by academic libraries in order to prevent powerful academic departments from monopolizing the funds. Unfortunately, the allocation schemes seldom result in balanced library collections. Schad describes how program budgeting and the skills of the subject bibliographer can be combined to produce a book fund allocation method that will promote a balanced collection.

Schultz, Jon S. "Program Budgeting and Work Measurement for Law Libraries." *Special Libraries* 64 (1970): 70-75. Schultz, an advocate of program budgeting, suggests how a law library might adopt this technique. After examining the growth and appeal of program budgeting, Schultz explores ways librarians might make the work measurements and perform the program analyses that are associated with it.

Swords, Peter deL., and Frank K. Walwer. "Library Costs." In *The Costs and Resources of Legal Education*, 191-219. New York: Council on Legal Education for Professional Responsibility, 1974. Reprinted in *Reader in Law Librarianship*, edited by Bernard D. Reams, Jr., 165-83. Englewood, Colo.: Information Handling Services, 1976. The authors use data on book costs and personnel costs taken from a survey of 112 law libraries covering the years 1955-1970 to analyze the exponential growth of library operating costs. The authors conclude that growing numbers of acquisitions and increasing book prices have led to a tremendous increase in book costs. Similarly, the increase in numbers of library personnel, together with increasing salary levels, have accounted for higher personnel costs.

E. Planning-Programming-Budgeting System (PPBS)

Fazar, Willard. "Program Planning and Budgeting Theory." *Special Libraries* 60 (Sept. 1969): 423-33. The Planning-Programming-Budgeting System is recommended as a useful planning and budgeting tool for libraries. Fazar discusses the background of this budgeting system; explains the methods of analysis associated with it, including systems analysis, applied eco-

nomics, and quantitative reasoning; and offers guiding principles for effective development and operation of PPBS.

Baldwin David R. "Managerial Competence and Librarians." *PLA Bulletin* 26 (Jan. 1971): 17-25. Baldwin simplifies PPBS for library managers who may be intimidated by the complicated methods associated with this budgeting system. He advises them to keep the basic principles in mind, but to modify the system to make it workable in their own situation, and to worry about mastering the refined techniques later.

Howard, Edward N. "Toward PPBS in the Public Library." *American Libraries* 2 (Apr. 1971): 386-93. The librarians of Vigo County Public Library wanted to be able to give the taxpayers a clear presentation of "just what their dollars were buying." Thus, administrators adopted a PPBS budgeting system. This article describes a medium-size library's experience with PPBS. Attention is given to the steps taken to institute the system and to the radical changes in service that resulted.

Jenkins, Harold R. "The ABC's of PPB." *Library Journal* 96 (Oct. 1, 1971): 3089-93. After presenting a brief overview of the history, principles, and techniques of PPBS, Jenkins explains the PPBS system developed for the Lancaster County Library.

Allen, Kenneth S. *Current and Emerging Budgeting Techniques in Academic Libraries*. Seattle: University of Washington, 1972. 50 pp. Allen studies the evolving budgeting practices of thirteen research libraries during the 1971-72 academic year. He concentrates on libraries implementing PPBS and various formula budgeting techniques. After interviewing library administrators, university administrators, and budget officers, Allen concludes that "the consensus of opinion among those interviewed was negative and pessimistic" regarding the potential of PPBS in the academic library environment. He suggests that "formula budgeting appears to be the coming trend in academic libraries."

Tudor, Dean. "The Special Library Budget." *Special Libraries* 63 (1972): 517-27. Tudor advocates PPBS as the best budgeting method for special libraries. He discusses aspects of this technique, including library goals and objectives, performance evaluations, and resource allocation. He concludes with a list of possible budget cuts to help the library manager perform the important PPBS function of establishing alternative methods for accomplishing library goals. The article contains an extensive bibliography on budgeting.

Lee, Sul H., ed. *Planning-Programming-Budgeting System (PPBS): Implications for Library Management*. Ann Arbor, Mich.: Pierian Press, 1973. 113 pp. This publication is a compilation of papers presented at an institute on PPBS held at Eastern Michigan University in 1971. PPBS is explained, and its implications for the Michigan higher education system are examined. Harold Jenkins, Director of Lancaster County Library in Penn-

sylvania, describes his experience using PPBS to improve library management. Included is a forty-three page bibliography on PPBS, with eighteen references concerning its application to libraries.

Young, Harold Chester. *Planning, Programming, Budgeting Systems in Academic Libraries*. Detroit: Gale Research Co., 1976. 227 pp. In 1971 Young sent questionnaires to seventy-eight university research libraries to determine whether they were adopting PPBS. Thirty libraries indicated that steps had been taken to implement PPBS. Five of these were selected for further study. Through interviews with library administrators and their PPBS officers, Young discovered the extent of PPBS implementation in each library and the problems encountered during implementation.

F. Zero-Base Budgeting (ZBB)

Parker, Diane C., and Eric J. Carpenter. "Zero-Base Budget Approach to Staff Justification for a Combined Reference and Collection Development Department." In Association of College and Research Libraries, *New Horizons for Academic Libraries*, edited by Robert D. Stuart and Richard D. Johnson, 472-82. New York: K.G. Saur, 1979. ZBB was used in Lockwood Library at SUNY in Buffalo for a staff justification project for the reference and collection development department. The authors describe their experiences: (1) developing ZBB "decision packages" to analyze and describe discrete reference and collection development activities, (2) ranking those packages, and (3) identifying alternative ways of carrying out the activities included within them. The authors praise ZBB for helping the department to develop an accurate picture of staff utilization, focus its priorities, improve existing operations, and identify long-term needs and problems.

Sarndal, Anne G. "Zero Base Budgeting." *Special Libraries* 70 (Dec. 1979): 527-32. Sarndal explains zero-base budgeting, "a planning and budgeting process which requires each manager to justify his entire budget request in detail from scratch (hence, zero base) and shifts the burden of proof to each manager to justify why he should spend any money at all."

Speller, Benjamin F., ed. *Zero-Base Budgeting for Libraries and Information Centers: A Continuing Education Manual*. Fayetteville, Ark.: H. Willow Research and Publishing, 1979. 76 p. This manual was compiled "for the purpose of serving as a guide for librarians and library educators who are contemplating planning and conducting a ZBB workshop or conference." The manual opens with an article reprint which describes "the application of zero-base budgeting to libraries and the procedure involved in setting up this type of budget." The article concludes with "the problems which one might encounter in zero-base budgeting and the major benefits of the system." A case study analysis unit that may be used for simulation exercises is included, as are samples of the kinds of information

that are needed as part of the ZBB process. The manual concludes with a computer application to the ZBB process.

Chen, Ching-Chic. *Zero-Base Budgeting in Library Management: A Manual for Librarians*. Phoenix: Oryx Press, 1980. 293 pp. Chen, claiming to be neither an advocate nor a detractor of zero-base budgeting, discusses elements of this budgeting system that "requires complete review and justification of an entire budget request." He compares ZBB with other budgeting systems to help library managers decide whether ZBB could be a meaningful process for them. Early chapters provide an introduction to the ZBB process and discuss its advantages and disadvantages. Part II "provides seven actual ZBB preparations from diversified types of libraries."

Hayton, Elise. "Zero Base Budgeting in a University Library." *Special Libraries* 71 (1980): 169-76. McMaster University adopted zero base budgeting in 1975 to achieve a balanced budget. Hayton describes the practical applications of ZBB in the university's business library—particularly the specific tasks involved in organizing the library's budget submission. She concludes that ZBB has several benefits (the university budget was balanced in one year instead of the anticipated two years), but that the amount of time necessary to implement ZBB is a significant drawback.

II. Library Cost and Performance Measurements

Morse, Philip M. *Library Effectiveness*. Cambridge, Mass.: MIT Press, 1968. 207 pp. How effective is a particular program in achieving the goals of the library? This question should be asked when judgments about fund allocation must be made. Morse offers theoretical models based on probability theory, which can be used to measure library effectiveness in providing information to library users. His book is written for both the librarian and the systems analyst or operations research expert. In the first chapters, Morse attempts to increase the "mathematical literacy" of the librarian as he explains probability theory. In the later chapters, he gives the operations research expert a feel for library methods and operations as he applies his theoretical models to examine the pattern of book use in a specific library.

Kountz, John. "Library Cost Analysis: A Recipe." *Library Journal* 97 (Feb. 1, 1972): 459-64. Kountz reminds librarians that "there's no free lunch!" Library managers must know the cost of the library's operations if they are determined to budget effectively. Kountz presents a five-step "recipe" to enable the library manager to perform cost accounting and analysis.

Baumol, William J., and Matityahu Marcus. *Economics of Academic Libraries*. Washington, D.C.: American Council on Education, 1973. 98 pp. The authors studied statistics of fifty-eight university libraries for the period 1950-1969 to examine trends in fifteen library variables and to determine

the relationships of those variables to size of collection and growth rate. Baumol and Marcus also examine factors that appear to explain variation in library costs for 678 libraries over a one-year period. This information is meant to provide a guide for future planning and budgeting.

Randall, Gordon E. "Budgeting for Libraries." *Special Libraries* 67 (1976): 8-12. Randall identifies guidelines for estimating the salary, book, subscription, binding, supplies, and travel expenses of the industrial librarian involved in budget preparation.

Dougherty, Richard M., and Fred J. Heinritz. *Scientific Management of Library Operations*. New Jersey: Scarecrow Press, 1982. 274 pp. The authors present "detailed information on how to prepare, plan and analyze procedures to produce improved cost economics and better systems performance." Related topics such as cost analysis, time study, statistics, and standards are discussed. The first edition, published in 1966, predated the library automation revolution. With the second edition, the authors respond to the increased interest in scientific management that grew from "the improved capabilities of computer-based systems."

Marke, Julius J., and Richard Sloane. *Legal Research and Law Library Management*. New York: Law Journal Seminars-Press, 1982. Two chapters are particularly budget related. In "Rising Costs for Books and Journals," Marke identifies the publishers' practice of differential pricing—charging higher subscription rates for libraries than for personal subscribers—as a major reason for the tremendous increase in journal and book prices for libraries. In "Law Office Library Economics," Marke discusses three factors that can drain the library book budget: (1) the cost of legal treatise supplements, (2) unsolicited mailings, and (3) dual reporting of court reports.

Schultz, Jon. "Effective Book Cost Analysis and Reflections on the American Bar Association Standards." *Law Library Journal* 75 (1982): 141-47. The ABA requires law libraries to acquire certain reporters and other books before it grants accreditation. Schultz shows how, given the ABA's requirements, inflation, coupled with the increase in reported case decisions, has raised book costs in law libraries to a level that far exceeds the growth of such costs in other types of libraries. He believes that awareness of this phenomenon is vital to the librarian for budget preparation and justification.

Roberts, Stephen A. *Cost Management for Library and Information Services*. London: Butterworths, 1985. 181 pp. Roberts states that "this book is designed to motivate library managers to become cost conscious and to provide them with an orientation sufficient to make them confident in carrying out cost studies in their own organizations with a view to improving management information, increasing the sophistication of budgeting and planning, and creating an enhanced awareness of performance

measurement." Many sections include extensive bibliographies of materials drawn from library literature.

III. Bookkeeping

Hoffman, Herbert. *Simple Library Bookkeeping*. Newport Beach, Cal.: Headway Publications, 1977. 40 pp. This book presents a simple manual, double-entry bookkeeping system for libraries. Hoffman first discusses general principles of double-entry bookkeeping, then demonstrates how to record various transactions on a combination journal and ledger form he designed. Finally, he shows how important management information can be extrapolated from the form.

Moynihan, Mary K. "Budget Development for a Law Library." In *The Private Law Firm Library: An Integral Tool of the Law Firm*. New York: Practising Law Institute, 1977. In her twenty-five page chapter entitled "Budget Development for the Law Library," Moynihan describes the utility of budget worksheets to the private law firm librarian. She believes that budget worksheets, defined as "running records of one's monthly book expenditures," can aid librarians in preparing estimated book budgets for the coming year.

Alley, Brian, and Jennifer Cargill. *Keeping Track of What You Spend: The Librarian's Guide to Simple Bookkeeping*. Phoenix: Oryx Press, 1982. 96 pp. Responding to the lack of information in library literature about "the mechanics of budget control and expenditure," the authors present "an overview of practical methods for monitoring the committing and expending of funds, techniques for surviving an auditor's visit, and methods for operating an internal financial system day-to-day within a library." The information is applicable to very small as well as fairly large libraries." Sample procedures and forms are included.

Fessenden, Ann. "Cancellation of Serials in a Budget Crisis: The Technical Problems." *Law Library Journal* 75 (1982): 157-61. Drawing on her experiences as Technical Services Librarian at the University of Mississippi Law Library, Fessenden provides practical, step-by-step procedures to employ when canceling subscriptions during a budget crisis. She concentrates on the process to be followed after the decision of what to cancel has already been made, with particular focus on the essence of her cancellation procedure—her "cancellation worksheet."

Smith, G. Stevenson. *Accounting for Librarians and Other Not-For-Profit Managers*. Chicago: American Library Association, 1983. 470 pp. Smith's book is directed at "individuals without an extensive accounting background who work (in some manner) with an accounting system." Smith explains the basics of a fund accounting system as used in a hypothetical medium-size public library. Early chapters deal with the "explanation of debiting and crediting procedures and the foundations of fund accounting." Chap-

ter four specifically addresses "the function of budgetary accounting in a fund accounting system." Later chapters concern "specific funds, their financial statements, and the typical entries in these funds." Chapter exercises test the reader's understanding of the practices explained.

- Clark, Phillip M. *Microcomputer Spreadsheet Models for Libraries*. Chicago: American Library Association., 1985. 118p. This book concerns the application of microcomputer electronic spreadsheet software to aspects of library service, including budgets, library activities such as circulation or reference activity, and collection evaluation. It opens with an introduction to electronic spreadsheet programs, and then presents thirty spreadsheet models of varying complexity, with instructions on how to enter the models on a microcomputer. Clark includes four budget-related spreadsheets to be used in conjunction with line-item budgeting: (1) a line-item budget model, (2) a monthly expenditures report, (3) a simple bookkeeping spreadsheet, and (4) a month-by-month summary of cash disbursements.

