Book Reviews

Administrative Medicine. Transactions of the third conference, 6–8 Oct., 1954, Princeton, N.J. George S. Stevenson, Ed. Josiah Macy, Jr., Foundation, New York, 1955. 172 pp. $3.

The third conference on administrative medicine held by the Macy Foundation in October 1954 was part of a program intended to deal more effectively with hidden obstructions to communication. The conferences are designed to achieve earlier evaluation of new data and to further understanding among members of different scientific disciplines as soon as new insights and skills develop. The program also endeavors to cope with unrecognized blind spots, to overcome prejudices, and to lessen the uncritical acceptance of the dicta of authorities.

Following a presentation of the foundation's objectives by Frank Fremont-Smith, the special characteristics of problems in medical administration were outlined by Edward S. Rogers. Anthony J. J. Rourke considered the qualifications and educational requirements of medical administrators and discussed motivation and selection factors that draw individuals into this field rather than into business and industrial management.

To illustrate the relationship of a hospital to the community it serves, Ray E. Trussell used as a prototype the Hunterdon County Medical Center, a private nonprofit corporation in New Jersey. He described in detail the establishment of the hospital, the basis of practice in the center by general practitioners and specialists, and the training of students from medical schools in the area. An interesting administrative device at the hospital is the joint advisory committee composed of three staff members and three trustees, which functions like the pyramidal tract by transmitting emergency orders directly to the site of action, bypassing the usual administrative routine.

W. W. Tudor presented the personnel and merchandizing policies of Sears, Roebuck and Company and discussed the advantages of decentralized management. He showed how principles of business administration could be applied in the management of hospitals. In looking at administrative functions and techniques, Herbert Emmerich called attention to the consent-getting or external relations role of administrators who serve the public and pointed out that it requires different skills from those used in internal management. Bradley Buell emphasized the need for precise definition of community problems that require collective action, development of procedures for the integration of major specialized services, and training of professional personnel in those procedures.

During and after each of the presentations by the six guests, 13 conference members contributed uninhibited discussions that were allowed by George S. Stevenson, editor of the transactions, to retain their original spontaneity.

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Soil Warming by Electricity. R. H. Coombes. Philosophical Library, New York, 1955. 116 pp. + plates. $4.75.

I must confess that I embarked upon my task of reviewing this little book (116 pages) with open curiosity. In my mind's eye I conjured all kinds of profundity in a book published by the Philosophical Library and bearing the intriguing title *Soil Warming by Electricity*. I was doomed to disappointment. Never have I seen a book more aptly characterized by its title. The little volume is painstakingly detailed in describing exactly how to install electric heating wires in the earth and how economically to outwit the climate by growing anything from beans to pineapples under heated frames. No American experiment station bulletin could be more practical than this handy British work, and gardeners and commercial horticulturalists should find it useful.

For those with a speculative bent, the book does have a certain charm. Only a Briton could trace the evolution of the hot-bed from the manure pile and the scratching of the Australian bush turkey to the burnished symbol of this electric age in such a delightful way. Lost opportunities are felt in Chapter 4, "The financial side," where a 20th-century Henry Thoreau might have made an enchanting philosophy out of the breakdown of the costs to produce a head of lettuce (2 pence).

This little book can lead to a new hobby for many "do-it-yourself" Americans and may lead to bumper enjoyment, early maturing crops, and possible profit. For Britain, which seems to be passing up this, its wartime development, the author sternly urges a long second look toward "the stepping up of home production, especially in relation to early salad crops."

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The Physiology of Diapause in Arthropods. Cambridge Monographs in Experimental Biology, No. 4. A. D. Lees. Cambridge Univ. Press New York, 1955. x + 151 pp. Illus. $2.50.

The occurrence of a state of arrested growth, or diapause, is common among arthropods and in most cases appears to be under endocrine control. The endocrine centers are in turn responsive to stimuli from the environment and "this link enables the diapause mechanism to function as a timing device synchronizing the periods of dormancy and active growth with the rhythm of the environment in general." Diapause is thus a subject of uncommon interest to both the student of growth and the ecologist. In this newest Cambridge monograph, A. D. Lees summarizes and interprets in skillful fashion the complex and extensive literature of this field.

The author has divided his book about equally between physiology and ecology. He discusses the role of the environment in the onset and termination of diapause, metabolic adjustments in the dormant insect, the endocrine control of diapause, and diapause and phenology. Happily, he does far more than summarize. Lees knows his subject firsthand and makes cogent deductions from the available data. One of his important deductions is that the physiological events causing embryonic diapause are very likely different from those acting in postembryonic life. He concludes that when diapause occurs in the late embryo, the larva, or the pupa, it is usually controlled by the brain or the prothoracic glands. Reproductive dormancy in adult life, by contrast, is presided over by the corpus allatum, while early embryonic diapause is the result of a diapause hormone produced by the mother. Under this view the notion of a unitary theory to explain diapause is wishful. Another interesting conclusion