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# Book Reviews--Monographic Musings

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# Book Reviews — Monographic Musings

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***Column Editor's Note:***  *I can't believe that this is the last issue of ATG for the year.  As always 2016 flew by so fast and what a year this has been.  I hope this year has been a rewarding and fulfilling one for you and here's hoping that 2017 will be a good year for all of us.  I'm happy to let you know that with the help of my awesome crew of regular book reviewers, we have reviewed forty-six books in the six issues of ATG.  I hope next year, we can review more and surpass this figure.*

*ALA Midwinter is in Atlanta this year and I'm glad to be there again.  Midwinter has gotten better through the years with more programming and events for all attendees.  I'm definitely looking forward to it.*

*As always we have a good lineup of books that we've reviewed in this issue.  I have one new book reviewer, **Melissa Cardenas-Dow**, who is a good friend and librarian at **Chaffey College** and **Crafton Hills College** in CA.  Welcome **Melissa** to the ATG roster of reviewers.*

*And for those of you who like to read and write opinions on what they've read, I welcome you to try and be one of our book reviewers.  I'm very accommodating plus there's a free book waiting for you.  Happy new year and happy reading! — **RG***

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**Bell, Steven J.**,ed.  ***Crucible Moments: Inspiring Library Leadership***.  Santa Barbara, CA: Mission Bell Media, 2016.  9780990730057, 271 pages.  $39.99.

Reviewed by **Regina Gong**  (Open Educational Resources Project Manager/Head of Technical Services & Systems, Lansing Community College Library)  <gongr1@lcc.edu>

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There is no shortage of books published on leadership.  However, in the library and information science field, there seems to be.  Many of the books we see on library leadership often deal with the narrative of leading, managing, mentoring, and influencing.  However, the book *Crucible Moments: Inspiring Library Leadership* is more than that.  The title itself gives us pause to think of leadership as a series or accumulation of crucible moments.  What this means is that in our leadership journey, we will at multiple points encounter that critical moment, incident, decision, or crossroad that will define who we are as a person.  Crucible moments are those trials and challenges that we battle in our everyday lives that transform us into better persons and consequently, into a much better leader.

This book, edited by **Steven Bell**, Associate University Librarian for Research and Instructional Services at **Temple University**, hopes to highlight why librarians become leaders.  Through the stories by library leaders from libraries of all types, we learn about their journey and how the transformative power of their own crucible moments enables them to rise above and be who they are at this point in their careers.  **Steven Bell** needs no introduction since he is a well-known author, columnist, and library leader having been a former **ACRL** president.  He writes a column regularly in the *Library Journal* where he talks about leadership, management, mentoring, and other thought-provoking issues that affects librarians.  The contributors are prominent library leaders as well who are mostly directors, deans, or department heads.

One chapter that stands out for me is the one written by **Joshua Kim,** Director of Digital Learning Initiatives at **Dartmouth College**.  He writes on leading non-incremental change in your library.  **Kim** provides an outsider's view of how to be an effective leader in a rapidly changing academic library environment where the resources are scarce and yet the demand for our services are at an all-time high.  He makes the case for librarians to look beyond the narrow confines of their libraries and reframe their work in the context of the entire institution.  The big picture view should not be reserved only for those at the top, i.e., library directors or deans.  Rather, the responsibility and commitment for leading the change — even an incremental one,

should be in the shoulders of librarians and staff no matter where they are in the organizational chart.

Another chapter worth highlighting is the one by **Maureen Sullivan**, former **ALA** president and now a strategic planning consultant and leadership facilitator for the **ALA Leadership Institute** (which I attended in 2015).  In this chapter, she discusses the challenges, opportunities, and pathways in transforming libraries.  She encourages librarians to reframe challenges as an opportunity for growth and improvement.  **Sullivan** talks about crucible experiences or those that arise from within ourselves such as personal dilemmas that force us to confront our leadership styles and biases.  I like how **Sullivan** provides a rundown of the important works by authors such as **Gallos** and **Bolman** (**Reframing Academic Leadership**) or **Ron Heifetz** (**Adaptive Leadership**) and **James Kouzes** and **Barry Posner** (**The Truth About Leadership**) as a way to stimulate the readers' minds to explore more about the different styles of leadership and learn from each of them.

All of the chapters are well written.  Some chapters may resonate more with others depending on where you are in your career.  What I like is that every chapter contains reflections and key lessons for leaders.  These are what you may call takeaways that the chapter authors want to highlight and maybe serve as food for thought for further exploration.  This book is well worth the read and deserves a place in every librarians' bookshelf.

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**Lankes, R. David**.  ***The New Librarianship Field Guide***.  Cambridge, MA: The MIT Press, 2016.  9780262529082.  226 pages.  $22.00.

Reviewed by **Ashley Fast Bailey, MLIS**  (Director, Collection Development and Workflow Solutions, Central US, GOBI Library Solutions from EBSCO)  <abailey@ybp.com>

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*The New Librarianship Field Guide,* by **R. David Lankes**, is a manual outlining how librarians can play a vital role in their communities and facilitate profound change.  **Lankes**, Director of the **University of South Carolina's School of Library & Information Science**, brings the reader into a conversation on what librarianship is.  This book serves as a guide to prepare librarians to be the change within their communities.  Each chapter contains a core concept in relation to librarians, the library, and the community it serves.  **Lankes** segments the work into three main parts — Librarians, Libraries, and Excursus: From Mission to Missionary.  This guide is about librarianship and these three parts walk the reader through the past, present, and future of the field.

**Lankes** begins the work in a section titled "Librarians."  In this division of the book he paints the picture of where the concept and mission of librarians began.  Before there were brick and mortar libraries, there were librarians.  The people came first.  Expanding on how librarians have improved society over time shows how vital librarians were in not only the setting up of libraries but in the conversations that took place within communities.  Through ongoing conversations, librarians have facilitated knowledge creation.  The role of librarians in this process is critical.  They assist in providing access to their community, creating environments where conversation and learning can take place, and helping to motivate and bring together people.  By building and putting in place systems to service those in their communities, librarians bring about positive social change and improvements in society.  In this section of the book, **Lankes** expands on all the ways that librarians have created change and ways the field can improve society.

The second section of ***The New Librarianship Field Guide*** dives into the topic of libraries.  **Lankes** defines a library and goes into details on why it is more than just a place for books or a building taking up space.  Libraries serve as so much more than a storage facility.  Many

chapters in this section are dedicated to topics on how libraries make the world a better place because of the involvement within the community they serve. Some of these topics include the library being a platform for knowledge development and making the community serves a better place. **Lankes** goes into details on various types of libraries — academic, school, and public libraries. Each type of library serves a purpose for its community. The library as a place must reflect its community and embrace a mission to enrich the community.

To wrap up, **Lankes** writes about new librarianship learning. Librarianship is proactive. It can shape and transform the community it serves. Librarians improve communities. They take active roles in informing those around us. He goes into details of working with current librarians in the field, practical skills, and observations from the field. The observations are broken down to a chapter level with discussion points for each chapter, and contains a section of frequently asked questions to keep the conversation going. He wraps up with a proactive call to his readers — this is an open-ended discussion. Librarians are part of a larger community and the whole profession is a conversation.

*The New Librarianship Field Guide* is not only a look at the profession, but also a call to action. It reminds all librarians of their mission. **Lankes** provides practical resources, examples, and discussion points to prepare librarians for the work of bringing about far-reaching change in their communities. Each chapter offers a core concept and practical applications. This book is a relevant read for a library student, a librarian currently in the field, or someone who wants to dive into a broader view of the field. It is a great guide that moves through where libraries have been, where they are going, and how we can all find our place on the journey.

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**Lawton, Aoife**. *The Invisible Librarian: a Librarian's Guide to Increasing Visibility and Impact*. Amsterdam: Chandos Publishing; Elsevier, 2016. 9780081001714. 349 pages. $78.95.

Reviewed by **Leslie D. Burke** (Collection Development & Digital Integration Librarian, Kalamazoo College Library) <Leslie.Burke@kzoo.edu>

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Librarians who do not like to be in the limelight will ignore this book — perhaps to their peril. **Lawton's** purpose for writing this book is to help librarians of all types increase their visibility (and their corresponding value) to their organizations. Her definition of what constitutes "visibility" appears in Chapter 7, where she says "…visibility encompasses three things. First, whether the librarian is recognized by name or by reputation. Second, whether what the librarian does is understood. Finally, and perhaps most importantly, whether the job and contribution of the librarian to the organization is valued. Visibility is essentially a determinant of relevance." (p.215)

**Lawton's** introduction revisits the principles of **Ranganathan**, which are still useful today, and sets up the format of the book. Chapter one "Step into the Shoes of a Librarian" is an interesting "choose-your-own-adventure" presentation of scenarios that may occur in multiple types of libraries. For each type of library/librarian, **Lawton** presents a dire situation, and the reader can select three different courses of action and see what outcome their choice has given them. She offers cases for school, academic, health sciences, public, and special librarians. This model allows the reader to try on their possible responses and see what actions are most effective. It may have been easier to follow if the scenario choices had been sequential instead of paging to and fro through the chapter to get the desired answers.

Chapters two through six consist of case studies, by library type, in which a practicing librarian is interviewed about what they do in their organization and how they feel their visibility in their environment has changed over time. How the library and the librarian fit into the organization are examined in each chapter. Librarians respond to the interview questions indicating what they have done to increase their visibility and how effective they felt it was. Readers who want to focus on one particular type of library could skip the other chapters, but I feel there is always something that can be learned from a different type of library or librarian. The graphs of self-evaluation of visibility were a little hard to read, as the number selected was simply bolded and not marked as effectively as it could have been.

While many of the librarians interviewed were from European libraries, the information **Lawton** presents is easily transferrable to other countries and situations.

Following the case studies, **Lawton** has a chapter on how to measure visibility for the library and librarian and what kinds of data will contribute to this analysis. Chapter eight is a ten-point plan for increasing visibility, using the acronym V-I-S-I-B-I-L-I-T-Y. This is a practical chapter that will help readers devise their own plan to raise their profile in their organization. She rounds out the book with a solid discussion on strategies that have worked in many situations.

For anyone who is struggling with being taken seriously in their organization or fearing their position or library's is being threatened, this book gives actionable suggestions that should help librarians understand and reveal their value to their constituents and stakeholders. The only detractions I have for this book is that it is printed on very shiny paper and it is very heavy for its size, so actually reading it was a bit of a challenge for these older eyes.

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**Hankins, Rebecca** and **Miguel Juárez**, eds. *Where are All the Librarians of Color? The Experiences of People of Color in Academia*. Sacramento, CA: Library Juice Press, 2016. 9781936117833. 352 pages. $45.00.

Reviewed by **Melissa I. Cardenas-Dow** (Adjunct Librarian at Chaffey College and Crafton Hills College) <melissa.cardenasdow@gmail.com>

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When we think of the profession of librarianship in the United States, we must take note that the profession is predominantly white, female, and between the ages of 45 to 54. This is according to the 2012 update of the **American Library Association's (ALA)** *Diversity Counts* Summary of Findings report (*http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/officers/eb_documents/2012_2013ebdocuments/ebd12_10_diversity_counts.pdf*) which listed librarianship at 87.9% white and 82.8% female. Librarians of color in academic settings are indeed few and far between. **Rebecca Hankins** and **Miguel Juárez's** edited book *Where Are All the Librarians of Color? The Experiences of People of Color in Academia* illuminates for readers the challenges faced by many of the contributing authors, all librarians of color, particularly in the areas of recruiting others to the profession, their own retention and career advancement in academic librarianship, mentoring and being mentored, and networking, especially with other librarians and archivists of color. This volume delivers the message that academic librarians and archivists of color have support needs that go beyond their successful transition from student to professional, their initial recruitment to working in the field, and their securing professional positions and working as early-career academic librarians.

**Rebecca Hankins** is an archivist-librarian at **Texas A&M University**, where she works to build collections in the subjects of the Africana Studies, Race & Ethnic Studies, and Arabic language, culture, and society. **Miguel Juárez** is a doctoral candidate at the **University of Texas at El Paso** and has worked as an archivist-librarian at **Texas A&M University**. This title includes a preface from **Dr. Loriene Roy**, professor at the **University of Texas at Austin** School of Information and the 2007-2008 President of the ALA. **Dr. Roy's** preface echoes the 2012 ALA *Diversity Counts* Summary of Findings report mentioned earlier and the subsequent essays in the text. She also mentions that this book is by no means comprehensive in scope. For instance, the contributed essays do not compare the diversity issues in library and information studies with other disciplines and professions or provide accounts of changes in the trajectory of work experiences of librarians of color in order to discern important points of intervention. **Dr. Roy's** suggestions for further research are significant ones to consider in moving the scholarly and practitioner literature on diversity and inclusion in library and information studies forward.

## Book Reviews
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The volume is divided into three sections: "Setting the Stage for Diversity in the Profession," "How Diversity Benefits the Profession," and "Personal Diversity Stories." All the essays tackle the issue of retention and promotion of librarians of color in academia through these three themes. The theme of "Setting the Stage for Diversity in the Profession" include essays that focus on the foundational issues of recruitment, talent development, mentoring, and networking among librarians of color. They relate strategies employed, concepts used, and analyses that discuss the efficacy of some over others. In the section "How Diversity Benefits the Profession," the essays include support of the idea that diversity is indeed a benefit. However, the essays also show the varied, difficult challenges often faced by librarians of color, illustrating how the professional environments of archives and libraries fail to reinforce the notion that diversity is a value that promotes organizational and institutional excellence. The third section, "Personal Diversity Stories," showcase essays that reveal the many different ways librarians of color challenge the dominant norms and narratives in their workplaces, as well as the received wisdom that make up common understanding of diversity and equity.

All the essays in this book focus on the experiences of library information professionals in the academic setting after the initial stages of early-career recruitment and training. This emphasis makes the book a valuable contribution to the literature on diversity in the library workplace and a must-read for all interested in academic librarianship.

Jacobson, Trudi E. and Thomas P. Mackey, editors. *Metaliteracy in Practice.* Chicago, IL: ALA Neal-Schuman, 2016. 9780838913796. 256 pages. $70.00.

Reviewed by **Margaret M. Kain** (Reference Librarian for Education, University of Alabama at Birmingham Libraries) <pkain@uab.edu>

Editors, **Jacobson** and **Mackey** in this follow-up to their book *Metaliteracy: Reinventing Information Literacy to Empower Learners* have taken the discussion of metaliteracy one practical step further. *Metaliteracy in Practice*, provides information on in-practice metaliteracy projects that are being developed and implemented; demonstrating how librarians are moving from theory to creating comprehensive metaliteracy learning goals and objectives in actual learning environments. The authors detail how they have incorporated metaliteracy into projects developed to enhance students' ability to think critically; using a metaliteracy framework for information literacy adding life to the teaching and learning environment. This edited volume, divided into nine uniquely authored chapters, provides case studies that take readers through real-life experiences of working professionals; each presents issues relevant to the ACRL information literacy competency standards for higher education. Chapter one begins with the basics, what to do when the digital content website used in a course drastically changes right before the beginning of the teaching term, and how to ensure the change does not get in the way of the learning objective. This beginning shows how metaliteracy works in a flexible course design, and how it impacts course preparation, effectively handling an upgrade to a database platform that significantly changed the platform so that all prior instruction information techniques are no longer valid, and demonstrating how-to successfully integrate the use of social media tools such as Twitter, Instagram, Pinterest and Facebook into the learning environment.

Continuing the discussion, authors show how students using e-portfolios as tools are empowered as creators and teachers of information. The dots are connected between learning objectives of disciplinary writing and metaliteracy. Readers discover how students learn to explore metaliteracy in the context of library collections, using the open, collaborative nature of institutional repositories and research guide software as opportunities to become content creators and curators. A lesson in how to teach students in middle school through high school to be empowered critical cognitive users of digital texts is provided. Exploring real-life examples of how teaching librarians using a metaliteracy framework are able to guide students to become information producers, not just information users. Taking the 2000 ACRL Information Literacy Standards a step further is the focus of chapter seven. Demonstrating how multimedia exercises and working groups may be used to explore social media sources and online information management. Using a student based course, authors recant how to teach digital identity and participatory culture by looking at the successes and challenges faced when empowering students in the development of the course, tying elements of the course to metaliteracy goals and learning objectives. **Jacobsen** and **Mackey** round out this practical metaliteracy conversation by examining metaliteracy within the larger context of literacy itself. The need to establish agency as a basis of metaliteracy is discussed, exploring how the agency of networked social spaces require students to develop discrete skills that include the ability to make choices.

Bottom line, *Metaliteracy in Practice* is a wonderful resource on how to incorporate metaliteracy techniques into actual practice — what has worked, what has not worked, and how teaching strategies may be modified to meet learning objectives. The authors of each section are at the forefront of incorporating metaliteracy into their courses, providing real-life experiences, practical tips, information about how their practice was modified, as well as "new" ways to incorporate metaliteracy into teaching students critical thinking tools they can use in life. Extensive bibliographies offered at the end of each chapter, plus information about the editors and authors, allow researchers seeking additional information a place to start. *Metaliteracy in Practice* is recommended reading for librarians interested in further exploring metaliteracy opportunities.

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**Spencer, Lynn Gullickson, Leanne VandeCreek, and H. Stephen Wright, eds**. *The Psychology of Librarianship.* Sacramento, CA: Library Juice Press, 2015. 9781634000161. 406 pages. $45.00

Reviewed by **Emma Olmstead-Rumsey** (Adult Services Librarian at the Cromaine Library) <eolmstead@cromaine.org>

In the introduction to *The Psychology of Librarianship*, co-editor **H. Stephen Wright** (Emeritus Professor at **Northern Illinois University**) makes a strong argument for the value of studying the role of psychology in librarianship. Many of the behaviors and rules common in librarianship are strongly driven by psychological factors, not just (as we might prefer to think) by the demands of the library or other external forces. In order to understand — and especially in order to change — how librarians work, it is important to understand *why* we work the way we do. **Wright** presents *The Psychology of Librarianship* as one of the first books to bring attention to the topic and puts it as "an attempt to raise awareness of the vast and neglected element of our work and start a conversation about it."

**Wright** and his co-editors **Lynn Gullickson Spencer** (cataloger at **North Park College** and **Wilmette Public Library**) and **Leanne VandeCreek** (Psychology Reference Librarian at **Northern Illinois University**) deserve substantial credit for starting this conversation. However, the same introduction also acknowledges that *The Psychology of Librarianship* is of course "not the final word on the role of psychology in librarianship," and that is unfortunately an understatement. The volume collects papers in four seemingly-comprehensive categories: Librarians and Identity; Librarians at Work; Librarians, Libraries, and Users; and Moving Forward: Action and Awareness. Unfortunately, in most cases the subjects covered by the papers within each category are too specific

to cover the category fully — for instance, "Librarians at Work" consists of three articles: one on **Mihaly Csikszentmihalyi's** concept of "flow," one on technology anxiety in academic library staff, and one on resilience as a concept in librarianship.

An essay tying the topics in each section together and filling in the gaps would have been very welcome, but unfortunately the editors' work was limited to selecting and arranging the papers and providing an introduction to the work as a whole. Especially because their expertise is so highly relevant (**Gullickson-Spencer** holds both an MLS and an MA in clinical psychology, and **VandeCreek** is a former clinical social worker), I found myself wishing that the editors' presence was more visible in the text.

Overall, this book reads like an issue of the non-existent scholarly journal *The Psychology of Librarianship* rather than like a monograph. While the quality of individual papers does vary, overall the selected pieces are thoughtful and well-researched. As a result, I would recommend treating *The Psychology of Librarianship* the way you would treat a somewhat relevant journal that you don't personally receive: check out the table of contents, but only acquire a copy if one or more of the individual articles is a particular topic of interest.

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**Holmberg, Kim.** *Altmetrics for Information Professionals: Past, Present and Future*. Boston, MA: Chandos Publishing, 2016. 9780081002735. 159 pages. $79.00.

Reviewed by **Susan Ponischil** (Access Services Librarian, Grace Hauenstein Library, Aquinas College) <susan.ponischil@aquinas.edu>

Most librarians who work in academia are familiar with the term bibliometrics, a means to measure the value of research based on the number of associated citations. The growth of technology, both as a source of information and a means to gather data, has inspired new ways of thinking about the science of measurement. In *Altmetrics for Information Professionals*, **Kim Holmberg**, a research associate in the Research Unit for the Sociology of Education at the **University of Turku, Finland**, discusses the most recent addition to the conversation. He describes this as an "alternative to traditional, citation based metrics" and says available data has "the potential to give a more nuanced view of the impact research has made and to reflect the attention from a wider audience." **Jason Priem**, the information scientist who coined the term in a 2010 tweet, in his chapter in the 2014 publication *Beyond Bibliometrics*, describes altmetrics as "an approach to uncovering previously unavailable traces of scholarly impact by observing activity in online tools and systems." **Holmberg** and **Priem** are both pioneers in the field, yet they represent different approaches — **Holmberg** as researcher and **Priem** as public outreach. **Holmberg's** approach is evident here and, at times, seems reiterative. He has authored a number of articles and book chapters about the study of alternative metrics since successfully defending his dissertation on Webometric Network Analysis, in 2009. This book, however is his first.

In a compact 159 pages that include an extensive list of references, the author provides ample context for research assessment as a whole. He divides the book into the past, the present, and the future. An extensive history of bibliometrics and other metric based systems is provided in the first section. The author provides ample context and methodologies for each system. There is a Venn diagram illustrating the "relationship between the different metrics-based research areas." The meta category of infometrics includes bibliometrics, scientometrics, cybermetrics, webometrics, and altmetrics. Bibliometrics is discussed throughout the text and used as the standard measure. A discussion about big data, access to datasets and the construction of datasets, provides a snapshot into the mechanics and motivations behind data collection in general. The examination of the Internet's impact and the influence of social media provide a strong foundation for the section of the book that follows.

Altmetrics is discussed primarily in the second section of the book where a third definition further defines the term as "web-based metrics for the impact of scholarly materials, with an emphasis on social media outlets as sources of data." The discourse in this section includes conversations around social media and scholarly communication, potential

and critique of altmetrics, and stakeholders. The majority is devoted to identifying data sources, service providers, and impact. Segments on data sources such as ResearchGate, Mendeley and Twitter may be of interest to researchers considering entering these arenas. Interestingly, under service providers, **Priem** is mentioned again as co-founder of Impactstory which aligns with his approach of public outreach. Throughout the book, **Holmberg's** research reveals a variety of approaches and provides a comprehensive assessment of this topic.

The last section is approximately half as long as the first two sections. The author's interest in each discovery is still evident here as he continues to focus on altmetrics' potential. Concerns summarized in the second section, i.e., lack of stability, easy manipulation, and lack of standards, are reiterated and courses of action presented for consideration. The author makes it clear that altmetrics is not about replacing citation analysis, but supplementing it by examining available data. For those interested in the infometrics journey thus far, this is a good place to begin.

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**Wilkinson, Frances C**. & **Rebecca L. Lubas**, Eds. *Practical Strategies for Academic Library Managers: Leading with Vision Through All Levels.* Santa Barbara, CA.: Libraries Unlimited, 2016. 9781610698900. 168 pages. $65.00.

Reviewed by **Corey Seeman** (Director, Kresge Library Services, Ross School of Business, University of Michigan, Ann Arbor) <cseeman@umich.edu>

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In this excellent series of essays, editors **Frances Wilkinson** and **Rebecca Lubas** provide a great primer to help academic library managers navigate through these interesting times. In a time where we might be experiencing unparalleled pressure within library to meet the expanding needs of our academic campuses, while doing so with potentially contracting resources, having a good road map is vital if a library director is to be successful. For those of us who find ourselves thrust into the role of library administration these days, dusting off the textbooks we might have used for our one "management" class in library school is not going to be that helpful.

In this excellent volume, we find essays covering a variety of fields that represent the core of our work as library directors and managers. The essays include: communication and organizational mission, library organization, human resources, finances, marketing, space, information technology, blended librarianship and collaboration. The authors hail from many of the leading academic libraries across the United States including **UCLA**, **UNLV**, **MIT**, **Claremont Colleges**, **University of Oklahoma** among others. Each essay is presented as an individual entity, with notes and references that provide the framework for the reader to dig deeper into the subject. As the title of the work indicates, the issues are addressed in a practical manner, which helps us find solutions along the path of what may be accomplished in our libraries. Too often, the focus of these works is about presenting "pie in the sky" solutions that have little application to our libraries. This is one of the real values of this work. I would like to focus on some essays that I found particularly useful.
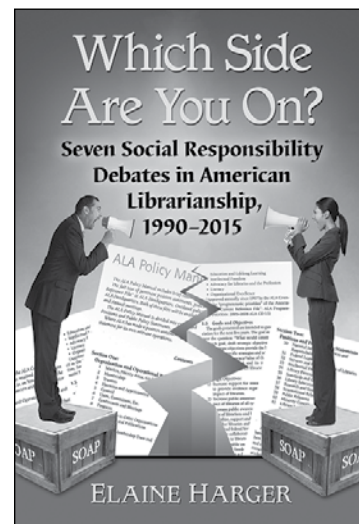
In **Steven Mandeville-Gamble's** (**UC Riverside**) essay on communication and organizational vision, he provides readers with a case for using storytelling as an effective means to communicate with both internal and external audiences. And maybe this is the business librarian in me, but I love how he brings in examples from not only the library literature, but also from management literature and related social sciences. This provides a much more grounded approach that will help library administrators communicate with their staff, librarians, and community, especially as they undergo tremendous change.

**Mary Ellen Spencer** (**University of Oklahoma**) and **Sarah Barbara Watstein** (**UNC Wilmington**) write an excellent essay on library buildings and space. The function of library space has been evolving over the past 15 years with many academic libraries reducing the footprint for print journals as these have become digital assets. The real challenges come over the next 20 years as campus appetite for space meets the perceived value (or lack therein) of book "storage" in our centrally located library buildings. For organizations such as libraries (often that are blessed with long institutional memory), maybe nothing puts our plight more bluntly than their statement "even spaces renovated ten to fifteen years ago require a second look." (p.78). The authors did a great job of placing the current pressures and changes with library space in a proper context. They also list out all the pressures that we might need to respond to in an academic library and include bullet points (Takeaways) that crystalize some of the main issues that might arise out of these particular exercises.

**Susan Parker's** (**UCLA**) essay on library budgets is also excellent and serves as a primer on financial and accounting terms that may come in handy as you have financial conversations with others at your library and university. Budgeting is an essential skill as we aspire to balance between the inflationary pressures of our key allocations for personnel and subscription content (which represent the majority of many, if not most academic libraries) and the resource constrained environment that most of us operate in.
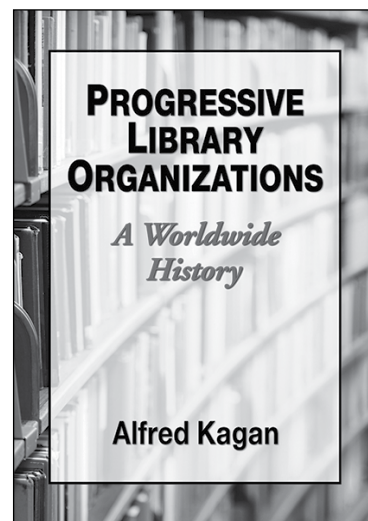
I am very fond of this book and think it will be an excellent addition to the bookshelves of library administrators. **Wilkinson** and **Lubas** have compiled a very strong collection of viewpoints that capture the demands of library administrators in these changing times. 🦉