

issues ahead for librarians and volunteers. Libraries are evolving and librarians and volunteer programs must evolve too. Budgets continue to shrink, the library profession is more specialized, and digitization is becoming endemic. Volunteerism in libraries will remain an important factor to continue to provide excellent customer service and to help face the concerns ahead.

The book ends with an appendix introducing a successful model of a library volunteer program at the King County Library System in Washington. The appendix details the KCLS approach from the system's multiyear assessment of its volunteer problems through planning stages for various aspects of the program to recruitment and implementation. The Holts include a descriptive list of the various volunteer programs employed at KCLS and how volunteers contribute to those programs.

Success with Library Volunteers is a concise yet comprehensive manual that will be a valuable addition to any library's toolkit. Leslie and Glen Holt cover the range of issues, questions, and methods involved in planning and implementing a library volunteer program.—Kelli Johnson, Marshall University.

Leadership in Academic Libraries Today: Connecting Theory to Practice. Edited by Bradford Lee Eden and Jody Condit Fagan. Lanham, Md.: Rowman & Littlefield, 2014. 222p. Cloth, \$75.00 (ISBN 978-1-4422-3259-4). LC Z675.U5L37.

Theories for effective management wax and wane, yet this useful book only reinforces the significance of, and need for, best practices in general library leadership and administration. *Leadership in Academic Libraries Today: Connecting Theory to Practice* is an invaluable tool for library managers at every level because it applies current leadership models to an expanse of library-related issues. In four skillfully crafted parts, the editors include cogent chapters addressing 21st-century library leadership challenges. Best of all, there is instructive material in this book for almost every library leader, which signifies the important role that leadership literature can play in enhancing and advancing our profession.

Part One, "Combining Theory and Practice," immediately demonstrates means of effective application of theoretical constructs in real-world library settings. In chapter 1, "Motivating Millennials: The Next Generation of Leaders," Julie Artman advocates Transformative Collaboration as a means of orchestrating communication and change. She regards a leader as a sort of theater director, who coaches, and communicates with, the players to produce collaborative work. Transformative Collaboration appeals to millennials in particular because it encourages organizational participation by all of the stakeholders in an enterprise, which, in turn, generates personal investment in the success of the library and its mission. Clearly, Transformative Collaboration can be applied more broadly to enhance buy-in from stakeholders of different generations, yet it also provides a way to nurture future library leaders. In chapter 2, Susan E. Parker describes "Positive Leadership in Libraries: The Rise of the Credible Optimist." She endorses Martin Seligman's notions of Learned Optimism and Positive Psychology as a means for leaders to model desirable attitudes and behavior. According to her research, positive perspectives can transform the library as a workplace. This, in turn, becomes a new model for future library leaders. In chapter 3, Deborah S. Garson and Debra Wallace elucidate "Leadership Capabilities in the Midst of Transition at the Harvard Library." This chapter is especially valuable because it provides a case study of transformation in a particular library. The authors grapple with the nature of the evolving academic library environment and adapting management theory to account for current library needs. Ultimately, they adopt the Four-Frame Model that includes a Structural Frame, a Human Resources Frame, a Political Frame, and a Symbolic Frame. In essence, these frames constitute lenses through which leaders examine an

organization, to determine how best to reframe it. Their case studies from Harvard Libraries demonstrate how the Four-Frame Model can be employed to create positive change in libraries.

Part Two, "Women and Minorities in Leadership Roles," addresses the residual problems in providing diversity in library leadership. Despite changes in culture, women and minorities continue to be underrepresented in top management positions in libraries and elsewhere. The two chapters in Part Two explore this systemic problem and propose methods for ameliorating it. In chapter 4, "Mentoring Diverse Leaders in Academic Libraries," Starr Hoffman makes a convincing case for mentorship as a remedy for fostering new library leaders from diverse populations. She reviews the literature on "Gender and Mentoring," as well as "Ethnic Diversity and Mentoring," demonstrating the efficacy of mentoring strategies and programs. Moreover, her "Mentoring Resources" and "References" sections are invaluable for library leaders seeking to establish mentorship programs. Next, working from a feminist perspective, Marta Deyrup introduces an analysis chronicling changes in the profession of library leadership. Chapter 5, "Academic Library Leadership, Second Wave Feminism, and Twenty-First Century Humanism: Reflections on a Changing Profession," cogently applies feminist theory to the recent history of library leadership and emphasizes the need to change our culture accordingly to promote women to high-ranking library leadership positions.

Part Three continues to articulate theory and connect it to practice in the library realm. Entitled "Applying Current Ideas in the Business World to Academic Library Settings," Part Three could easily function independently from the other portions of the book in unpacking prevailing theory and demonstrating how it can be applied to libraries. In chapter 6, "Leadership and Value Co-Creation in Academic Libraries," Michael Germano advocates "value co-creation" forged by collaboration between library users and professional librarians. He also introduces the theories of transformational leadership and servant leadership, both of which contribute to generation of user-centered organizations. In chapter 7, on the other hand, Dominique Roberts invokes the popular "Good to Great" management theory and applies it to academic libraries. "Good to Great for Academic Libraries" explores ways in which Jim Collins' theory for explaining and creating successful corporations can transfer handily to nurturing the culture of academic libraries. Like great corporate visionaries, academic library leaders can identify and employ three unifying concepts to focus on what the libraries are "best at," what resource engine works best for them, and what their overriding passion is and can become. In concentrating on these three elements, academic library leaders can focus on making good libraries great. Finally, In chapter 8, "Organizational Culture and Leadership: The Irresistible Force Versus the Immovable Object," Jason Martin emphasizes the fundamental role of an organization's culture and values. Not only must leaders assess these characteristics of their libraries, they must also use them to create desirable organizational change. In particular, Martin notes the challenges presented by digital technology and publishing trends, along with the attendant pressures on library leaders to maintain the relevance of the profession and the academic library itself.

The concluding section, Part Four, focuses upon additional "Case Studies of Successful Leadership." In "The Entrepreneurial Leadership Turn in Higher Education: Agency and Institutional Logic in an Academic Library," coauthors Kristen E. Willmott and Andrew F. Wall probe the burgeoning emphasis on market-driven leadership and organizations. Accurately, they observe that market responsiveness can be at odds with the very notion of the academic library as a guardian and champion of scholarly endeavor. Library directors face the daunting task of restructuring library budgets and

collections, while preserving the resources necessary to support various stakeholders with varying needs. Similarly, library directors must grapple with the challenge of restructuring academic space to best accommodate shifting needs for study and research space. Finally, library directors are compelled to devote scarce temporal and financial resources to marketing the library and its centrality to the academic institution. All of these demands create the need for additional entrepreneurial skills on the part of library leaders. Last, the book concludes with another coauthored essay, "Marriage between Participatory Leadership and Action Research to Advocate Benefits Equality for Lesbian, Gay, Bisexual, and Transgendered People: An Extended Human Rights Role for Library and Information Science." Authors Bharat Mehra and Donna Braquet draw attention to the fundamental role of library leaders in orchestrating change and increasing diversity within their institutions. Moreover, they encourage library leaders to actively advocate for human rights and social justice by employing research-based evidence to support proposals that advance social justice. They also suggest that library leaders must become actively involved in political decision making and administrative policy development. Academic library leaders must encourage participation within their libraries, and they must also recognize that, in the end, action is necessary to generate optimal change.

Ultimately, *Leadership in Academic Libraries Today: Connecting Theory to Practice* is a valuable tool for extant and aspiring leaders of academic libraries. It is an ambitious book in that it covers a broad area: from theory to practice to strategies for systemic institutional and professional change. Nonetheless, breadth does not preclude the depth of the individual chapter essays, all of which provide significant contributions to the library management literature. In addition, each chapter includes a salient "References" section that can guide an interested reader to an even larger body of relevant literature. In the end, leaders of academic libraries would be remiss to overlook this book. It offers something of significance to every reader. Most important, it shares a critical vision that can guide us to a more equitable, efficacious future. —*Lynne F. Maxwell, West Virginia University College of Law.*

Dania Bilal. *Library Automation: Core Concepts and Practical Systems Analysis, Third Edition.* Santa Barbara: Libraries Unlimited, 2014. 279p. \$55.00 (ISBN 978-1-59158-922-8). In her book, *Library Automation: Core Concepts and Practical Systems Analysis, Third Edition*, Bilal discusses at length integrated library systems (ILS), provides an overview of the Library Automation Lifecycle (LALC), and emphasizes throughout the fact that technology changes rapidly. As a result of technological change, libraries will always be involved in some kind of ILS implementation project. The book is specifically designed for MLIS graduate students, educators, and researchers interested in library automation and ILSs, yet the author also created a valuable resource that any type of library can use as a reference.

In the first chapter, Bilal provides a short description of hardware and software components and characteristics of an ILS, including purpose, environment, interfaces, and constraints. The author also discusses proprietary and open source ILS software, modules, and functions. Bilal mentions the idea that the discovery interface delivers a Web 2.0 experience by delivering multiple resources in one search, as well as social tagging and the ability for users to generate their own content about the materials within new ILSs. The shift from traditional ILS to cloud-based library service platforms is also discussed.

Most of the rest of the chapters describe the phases of a LALC project. The second chapter covers the planning process within the framework of the LALC. Bilal describes the first phase, system identification and planning, and its tasks, such as researching