ing a grounding in data repositories, advice on how to address issues pertaining to sensitive data, and a cultural understanding of disciplinary attitudes toward data sharing in the social sciences, sciences, and the arts and humanities, all of which are very germane to professionals seeking to advance RDM at their respective institutions.

Regardless of audience, it quickly becomes apparent that the authors speak authentically from years in the trenches. Readers seeking to expand their areas of expertise will find themselves very much at home and in alignment with the core values and strategies presented. As an example, the final chapter reaffirms open scholarship and open science as key drivers advancing the field of data. The collective wisdom of the authors permeates the work, offering in many cases practical talking points for those finding themselves in very realistic situations where stakeholders are in need of convincing.

While much has been packed into this volume, I did find the coverage pertaining to rights management to be somewhat sparse. Perhaps this was a deliberate effort to ensure the book's relevance to an international audience, yet it is odd that intellectual property rights are discussed without a complementary section expanding on open licensing options for data. Where an entire chapter is invested to equip the reader with sensitivity toward discipline-specific attitudes toward sharing, open licensing is afforded a single page and is devoted to a recounting of the rise of the copyleft movement. I would argue that a discussion of popular data licenses and their applications would offer added value to the book, as questions about licensing will inevitably come up for the practicing data librarian.

A future edition would also benefit from expanded treatment on the topic of metadata, which in many cases offers an avenue of engagement with the campus and has benefited from numerous openly available learning modules. Similarly, a chapter discussing data curation practices would also be very welcome; it could showcase some of the institutional partnerships that are advancing collaboration in this area.

On the whole, however, suggestions for improvement would likely expand this book beyond the ease and simplicity of the handbook format. Essentially, it is best considered a primer for the field, laying out a breadth of topics that invite the intrepid reader to further their research to acquire more detailed and specialized knowledge. Regardless, readers engaging with the handbook will be richly rewarded, gleaning an understanding of data as a first-class research object, in need of corresponding dedicated attention. We are well advised to heed the call of the authors to champion data librarianship in light of the increasingly data-driven research landscape and to expand the reach of the library beyond the provision of support, embracing an ultimate trajectory of research partnership and collaboration.—*Andrea Kosavic, York University*

Marcy Simons. *Academic Library Metamorphosis and Regeneration*. Lanham, MD: Rowman & Littlefield, 2017. 146p. Hardcover, $78.00 (ISBN: 978-1-4422-7307-8).

Academic Library Metamorphosis and Regeneration by Marcy Simons is a well-constructed walkthrough of the multitude of changes and change processes that have occurred through libraries over the years. The book covers issues both external and internal to the library that motivate change. Events include economic downturns, declines in physical circulation, the increase in electronic resource, as well as others. From that follows a discussion of how these factors have spawned changes in the traditional professional roles of librarians. Highlighting the emergence of new types of pressures, libraries hire librarians who focus on copyright,

data management, and assessment, to name a few. Marcy then argues that these changes necessitate structural change in the library itself. However, the library structure cannot change without solid leadership, which is the focus of chapter 3 and the subsequent structural change discussed in chapter 4. Naturally, from a discussion of structural change, questions arise of how change can be conducted; this is the focus of chapter 5. The book closes with a discussion surrounding innovation, how to develop a culture of innovation, as well as potential avenues for future change. The evolutionary discussion Marcy constructs helps to guide the reader through the process of change, change management, and future change within the academic library.

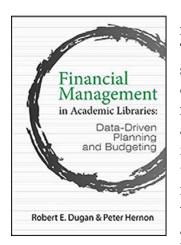The highlight of this book is the chapter on the changes in structure combined with the focus on leadership. Not often do books about change in libraries present a structural path for organizational change. Additionally, recognition that leadership plays a role in structural change is important. Some of the other highlights of the book are the chapters on the different types of change management. In discussing the practice of structural change of the organization, the author offers a path forward in the form of John Kotter's eight-step model for change. In using this model, the author places the reader in a position to better understand where their organization may stand and what steps can be done to undertake these lofty goals of organizational change.

One challenge with reading the book comes through in the evolutionary perspective used to describe how libraries evolved over time. In looking at the citations and extensive research conducted by the author, it is challenging to unpack the ways and for what reasons new library positions developed. Since the book uses a historical progression, it is argued that libraries developed these positions as a response to the pressures of a changing environment. The question, though, is whether that is the case. Did libraries develop these new positions, like "scholarly communications" librarian, naturally or rather as a peer pressure effect because they saw other libraries becoming more creative in their postings? Additionally, it would be interesting to see a distinction between how these positions address new ideas rather than work well to recruit new library graduates with catchy titles and buzzwords.

One interesting perspective that the reader can have as a takeaway from this book is the notion of a metamorphosis. The author uses this term to encapsulate the evolutionary change that libraries go through. The key to the term metamorphosis is that a metamorphosis has a forward trajectory of development. It could be understood after reading this book that the external pressures the author highlights—declining budgets, new technology, and the like—are not unique to any particular moment of change but are rather hallmarks or signposts that metamorphic change is occurring. Rather than viewing change as a single process, it is more like a revolving wheel, in the same way a caterpillar senses with winter that it is time to build a cocoon. The indicators of budget realignments and new technology signal to the academic library that change is on the horizon.

The author's use of the word metamorphosis is both foretelling and accurate. The academic library is compelled to adapt, evolve, and overcome because of pressure from outside sources. Following an evolutionary discussion of the literature that has come before, the author does a good job of contextualizing the discussions that surround how the academic library is changing and evolving. The book is also a good primer for understanding where the

metamorphosis in the academic library is focused. It seems to revolve around the changing nature of intellectual property with the emergence of computer technology. The author also does a good job of conceptualizing the current phase of change in the academic library and closes the book with some potential areas that could kickstart the next cycle of metamorphic change in the academic library.—*Ryan Litsey, Texas Tech University*

Robert E. Dugan and Peter Hernon. *Financial Management in Academic Libraries: Data-Driven Planning and Budgeting*. Chicago: American Library Association for the Association of College and Research Libraries, 2018. 200p. Paper, $56.00 (ISBN: 978-0-8389-8943-2).

Many areas of academic libraries receive a lot of attention. Technology in its many forms is a big one as well as library instruction. There is much interest around changing cataloging and metadata standards and their impact on discovery. Whole conferences are dedicated to assessment and collection development. We read about newly renovated library spaces and new mergers between vendors and publishers. Within each of these and many other issues, there is frequently a section, paragraph, or maybe just a sentence that speaks to the financial aspect. These financial aspects shift and change from institution to institution, from library to library. Every academic library wrestles with its financial picture as it tries to serve its institution in a panoply of ways. To aid in this struggle, Robert Dugan and Peter Hernon have put together the text *Financial Management in Academic Libraries: Data-Driven Planning and Budgeting*.

This book is not written for the money changers or those hidden behind a stack of ledgers. It is a book written for librarians who seek to better understand how a library can wield its budget to achieve its mission and better understand its operation and impact. To achieve this, the book opens with a chapter on planning, specifically strategic and financial planning. This chapter, coupled with the second chapter, seeks to establish a clear understanding about what you might be working with and toward. Although these are the only chapters that call out planning by name, the reader will find that most of the rest of the chapters incorporate planning as a key driver behind each of the topics covered.

Budgets and budgeting are heavily covered in the next four chapters. The reader may initially think that this is common knowledge and you have been doing this for years. In the case of Dugan and Hernon's book, they do a deep dive into a wide range of ways in which budgets can be created. The benefits and challenges of each are discussed, making sure to relate them to the academic library experience. With a clear understanding of how higher education and academic libraries work, the authors provide practical examples and scenarios. The chapter on program budgeting particularly benefits from the authors' knowledge and the concrete examples to which readers will be able to relate.

The last four chapters of the book take a step up to provide the reader with a higher-level perspective on the importance of planning and budgeting. First, the authors explore the many ways in which academic libraries are able to communicate their stories through internal and external reporting of their financial data. Although some reporting may be controlled and structured by an outside agency, others give the academic library unique opportunities to be flexible in how the information is reported. This is an excellent segue into the next chapter on