with an examination of UW's urban-serving Tacoma campus (181), whose downtown location animates a strategy to increase community engagement and reduce barriers to student access.

Authors have peppered some key lessons from UW's experience throughout their contributions. A selection of activities, communications plans, and needs assessment instruments are provided in seven appendices. In-chapter standouts for the reviewer include the recognition that "digital scholarship" is not a term used by students and faculty outside the library and that UW remains attentive to the terms their community uses to describe their own work (64); that an emphasis on partnerships over service can also create a reliance on the work of key individuals within the library (198); and that communications strategies must consciously avoid "filter bubbles" and reach out to new communities on campus (154). For the more casual reader, each chapter is capped with a set of key takeaways that summarize each author's central findings.

The University of Washington's digital scholarship librarian, Verletta Kern, synthesizes many of the challenges of digital scholarship as a set of "wicked problems" (78) that the institution continues to interrogate: the values, practices, and contexts of the modern scholarship are framed by questions of the library's purpose, its priorities, its decisions about strategic infrastructure investment, ongoing funding challenges, and a desire to shift institutional policies in support of the recognition of digital scholarship outputs. This systemic view makes the book a good resource for administrators who wish to align new digital scholarship offerings to evolving organizational plans. Experienced digital scholarship practitioners will see reflections of their existing practices in the UW experience, and librarians who are looking to establish or grow a digital scholarship culture will find individual chapters as a source of inspiration and further exploration during the planning and development of specific digital scholarship services.—*Kris Joseph, York University*

Gregory C. Thompson, Harish Maringanti, Rick Anderson, Catherine B. Soehner, and Alberta Comer. *Strategic Planning for Academic Libraries: A Step-By-Step Guide*. Chicago, IL: ALA Editions, 2019. 144p. Paper, $39.99 (ISBN: 978-0-8389-1893-7).

Strategic Planning for Academic Libraries: A Step-by-Step Guide provides, as the title would suggest, a step-by-step overview of the strategic planning process undertaken at the University of Utah's J. Willard Marriott Library. Each of the authors is well suited to discuss the strategic planning process for the University of Utah because each of them is either an associate dean or dean of the library. The main seven elements of the strategic plan that was derived at the University of Utah's J. Willard Marriott Library form the basic structure of the work.

The book is organized into seven chapters, each of which represents a specific topic of the strategic planning process. Here are the topics of the seven chapters: preplanning, facilitation, feedback, communication, implementation, assessment, and tying it all together. Each chapter is then further subdivided into three components. The first component of each chapter addresses some of the theoretical underpinnings of that topic. For example, in chapter 5, "Implementation," the authors discuss the literature that relates to restructuring organizations and the disruptive effects that restructuring can have. From the larger overarching discussion, the second third of each chapter addresses the specific work done within the University of Utah's J. Willard Marriott Library. From that, the third component focuses on the lessons learned from

that portion of the strategic planning process. The organization of the book makes for a process that is easy to read and understand. However, this is also where the book has some difficulties.

The underlying seven chapters and the three subtopics within each chapter make for a structured step-by-step manual, which is, as the title suggests, what the authors were looking to accomplish. However, the structure can at times also get in the way of the larger discussions about the underlying theories of strategic planning. Returning to the example of chapter 5, the authors introduce the implementation of the strategic plan by first addressing the idea of restructuring organizations. The restructuring literature used is part of a larger conversation about the nature of organizational structure. The use of that literature in this chapter is some-what disconnected in terms of how it fits within the implementation process, aside from the assumption that implementation of a strategic plan is a type of restructuring. Another challenge the book raises is the use of the specific University of Utah's J. Willard Marriott Library. The addition of a specific case study limits the overarching scope of the book. Since the conditions within the state, the university, and the library itself could be largely unique (that is to say, an AAU, with faculty-status librarians and other elements specific to UW). The level of specificity makes the general application of the process they followed limited. Overall, the authors are clear regarding the structure and use of the University of Utah's J. Willard Marriott Library.

The final chapter is where the different aspects of the book are concluded, and it serves as a good case study synopsis of a strategic planning process that an academic library could follow. The authors do a good job of summarizing the different elements as well as illustrating how each of the essential elements of the strategic planning process can be used in a real-world scenario. While the specific use of the University of Utah's J. Willard Marriott Library may limit the overall impact of the narrative, the principles and the ideas discussed in the book can, as the authors suggest, serve as a baseline for understanding the strategic planning process.

The audience for this book will largely be newcomers to the strategic planning process. This book can serve that audience as a good introduction to a potential method for conduct-ing the process of developing a strategic plan. Additionally, the appendices in the remaining second half of the book can serve as excellent templates for the development of a strategic plan at another library. The appendices provide a well-documented illustration of the different elements of the strategic plan discussed in the earlier parts of the book. Additionally, there is a section on getting IRB approval, which can be helpful for academic libraries seeking that level of survey data.

Overall, the book *Strategic Planning for Academic Libraries: A Step-by-Step Guide* is more of a case study than a step-by-step primer. However, the demonstration of a fully formed strategic planning process at an academic library can be very helpful to those who are new to strategic planning. The ability to see the process from beginning to end is ultimately the strength of this work.—*Ryan Litsey, Texas Tech University*