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# Academic Library & Athletics Partnerships: A Literature Review on Outreach Strategies and Development Opportunities

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## Introduction

In recent years, collaboration between academic libraries and non-academic departments in higher education has emerged as a popular trend in practice and is a frequent topic in contemporary scholarly literature. Recent research suggests that there are at least 180 academic libraries involved in a wide variety of partnerships with non-academic departments at colleges and universities across the United States. Academic libraries have forged collaborative relationships with writing centers, international student services, veterans support departments, and chaplain services, to name a few (Wainright & Davidson, 2017). While there is a growing interest in scholarship concerning these various types of partnerships with non-academic departments, arguably one of the most neglected of these arrangements are academic library-athletics partnerships.

Relationships between academic libraries and athletics are not a recent phenomenon. The earliest of these partnerships were forged in the 1970s and 1980s. According to Wainright & Davidson (2017), there are at least 50 of this particular type of partnership found at various American institutions of higher education. Since the late 80's, academic librarians have written about the emergence of these partnerships between academic libraries and campus athletics departments. Relatively little scholarship, however, has been produced about this niche field. The common observation made by Rothenberg & Thomas (2000), Robinson & Mack (2004), Davidson & Peyton (2007), Caniano (2015), and Sapp & Vaughan (2017) concerning the scarcity of literature about student-athlete centered library outreach partnerships also applies more generally to the state of scholarship on academic library relationships with athletics departments.

As O'English and McCord (2006) observe, the existing literature can be divided into two general categories: library outreach provided to student-athletes and partnerships forged with athletics departments for marketing/development purposes. Literature concerning the former appeared in scholarly publications first, but these efforts seem to have emerged concurrently. Significantly, O'English and McCord were the first to discuss the literature of both categories. While useful, their overview is very brief. Their article, published over a decade ago, remains the only holistic attempt to review both trends. The purpose of this literature review is to provide an updated,

more comprehensive analysis of all scholarship pertaining to academic library-athletics partnerships and to highlight related issues.

## Outreach Partnerships with Athletics: Assisting an Underserved User Group

According to the *ALA Glossary* (2013), an outreach program can be defined as a "program designed for and targeted to an underserved or inadequately served user group." Jesudason (1989 & 2000), Ruscella (1993), Puffer-Rothenberg & Thomas (1999), Forsys, Forsys, Ford, & Dodd (2000), Lorenzen & Lucas (2002), Robinson & Mack (2004), Davidson & Peyton (2007), Caniano (2015), and Sapp & Vaughan (2017) have all documented the unique challenges that student-athletes face: many individuals of this particular demographic, through no fault of their own, are academically unprepared for higher education when they enter college. They are often the victims of dubious recruiting methods and are classified "at-risk" shortly after they start their freshman year. To make matters worse, student-athletes have little time to devote to their studies because of their demanding schedules. Outside of class, these students' schedules are filled with long, arduous practices/workouts and extensive traveling to participate in games and matches. These athletes are also confronted with unflattering preconceived notions held against them by members of the faculty, student body, and general public. As Caniano aptly suggests, "these underserved students need every tool that higher education and the academic library can furnish them in order to excel academically."

An examination of the literature revealed 15 documented student-athlete centered outreach partnerships between academic libraries and athletics departments in the United States: the University of Central Florida (Ruscella, 1993); Hofstra University (Caniano, 2015); Indiana University (Jesudason, 1989; Lorenzen & Lucas, 2002); the University of Iowa (Forsys, Forsys, Ford, & Dodd, 2000); James Madison University (Sapp & Vaughan, 2017); Kutztown University (Robinson & Mack, 2004); Michigan State University (Lorenzen & Lucas, 2002); Mississippi State University (Davidson & Peyton, 2007); Pennsylvania State University (Robinson & Mack, 2004); the University of Texas at Austin (Robinson & Mack, 2004). The nature of the relationship between the libraries and athletics at the University of Texas at Austin and what services the former provides for the latter is unclear. Robinson and Mack simply state that, "The University of Texas at Austin

mentions the library on its 'Academic Excellence and the University of Texas' Web page publicizing sports at that campus."); Valdosta State University (Puffer-Rothenberg & Thomas, 1999); Vanderbilt University (Costin & Morgan, 2019); Virginia Wesleyan College (Erdmann & Clark, 2016); Washington State University (O'English & McCord, 2006); and the University of Wisconsin, Madison (Jesudason, 1989 & 2000).

Historical context is key to understanding the emergence and evolution of these unique partnerships. In the early 1980s, collegiate athletics came under intense public scrutiny because of rampant unethical practices among coaches, student-athletes, and other stakeholders. Many athletes were recruited solely for their athletic ability without regard to their academic capabilities. In 1983, the National Collegiate Athletic Association (NCAA) responded by instituting Proposition 48. The intent of Proposition 48 was to remedy these problems by raising the academic standards for student-athletes. Entering freshman were required to have a 2.0 minimum GPA in eleven core classes and a score of 15 or higher on the ACT (700 minimum on the SAT). In order to participate in their sports and keep their scholarships, these student-athletes were required to maintain certain grades (England & Knight, 1982; Jesudason, 1989 & 2000; Ruscella, 1993; Puffer-Rothenberg & Thomas, 2000).

Against this backdrop, the earliest of the academic library-athletics outreach partnerships emerged. Indiana University Libraries allegedly had a partnership in place with athletics as far back as 1982 (Jesudason, 1989; Lorenzen & Lucas, 2002; In their respective articles, Jesudason and Lorenzen & Lucas cite D. England & B. Knight's (1982) Athletics, academics, and ethics: An interview with Bob Knight. *The Phi Delta Kappan* 64(3), 159-63. This particular source, however, does not mention Indiana University Libraries or any type of partnership between the libraries and athletics programs). Later in the decade, the University of Wisconsin, Madison (Jesudason, 1989 & 2000); the University of Iowa (Forys, Forys, Ford, & Dodd, 2000); and the University of Central Florida (Ruscella, 1993) established their own. In 1992, the NCAA raised the minimum grade point average to 2.5. Following this decision, Valdosta State University's Odum Library implemented a similar outreach partnership for its student-athletes in 1996 (Puffer-Rothenberg & Thomas, 2000. It is worth noting that in 2002, the NCAA decided to modify their rules by allowing high school grades to substitute for low test scores. See Robinson and Mack, 2004).

With the turn of the 21<sup>st</sup> century, a shift occurred in the focus of these particular outreach partnerships as the internet became more pervasive in higher education. The early partnerships described above transitioned from exclusively teaching their student-athletes how to use print/physical resources and services to incorporating instruction on electronic based library resources and services. In particular, articles concerning this development at the University of Iowa (Forys, Forys, Ford, & Dodd,

2000) and the University of Wisconsin, Madison (Jesudason, 2000) describe these evolutionary processes.

In the late 1990s, College Library at the University of Wisconsin, Madison gradually established an email reference service for their student-athletes (Jesudason, 2000). In 2004, Robinson & Mack conceptualized the unique circumstances that student-athletes face within the evolving landscape of higher education in the early 21<sup>st</sup> century: "For many colleges and universities, the football team might well have been the original group of 'distance learners' because even early team members were movable students who changed locations frequently, traveling to fulfill sports competition obligations while maintaining campus residence and presence when not on the road." More recently, librarians at Hofstra University developed an online information literacy course tailored specifically for entering student-athletes (Caniano, 2015).

Whether the impetus for these outreach partnerships with athletics was Proposition 48 or the rapid changes that have transformed higher education in the early 21<sup>st</sup> century, all of these arrangements have the same timeless mission in mind: to serve the special needs of the student-athlete. These outreach partnerships have come in many different forms. Orientation sessions have been offered at the University of Wisconsin, Madison (Jesudason, 1989); Valdosta State University (Puffer-Rothenberg & Thomas, 1999); the University of Iowa (Forys, Forys, Ford, & Dodd, 2000); Michigan State University (Lorenzen & Lucas, 2002); Pennsylvania State University (Robinson & Mack, 2004); Mississippi State University (Davidson & Peyton, 2007); and James Madison University (Sapp & Vaughan, 2017).

Whether as part of an orientation session or offered independently, academic libraries have provided a diverse range of services to their respective student-athlete populations. Valdosta State University (Puffer-Rothenberg & Thomas, 1999), the University of Iowa (Forys, Forys, Ford, & Dodd, 2000), Michigan State University (Lorenzen & Lucas, 2002), Pennsylvania State University, Kutztown University (Robinson & Mack, 2004), Washington State University (O'English & McCord, 2006), and Vanderbilt University (Costin & Morgan, 2019) have all planned and given tours tailored specifically for this user group.

Sessions on bibliographic instruction, information literacy, and/or research skills have been offered to student-athletes at the University of Wisconsin, Madison (Jesudason, 1989 & 2000); the University of Central Florida (Ruscella, 1993); Valdosta State University (Puffer-Rothenberg & Thomas, 1999); the University of Iowa (Forys, Forys, Ford, & Dodd, 2000); Michigan State University (Lorenzen & Lucas, 2002); Pennsylvania State University (Robinson & Mack, 2004); Mississippi State University (Davidson & Peyton, 2007); Hofstra University (Caniano, 2015); Virginia Wesleyan College (Erdmann & Clark, 2016); James Madison University (Sapp & Vaughan, 2017); and Vanderbilt University (Costin & Morgan, 2019).

It is worth noting that in two different partnerships, coaches or librarians astutely harnessed their athletes' competitive nature to make their research training meaningful. Following the library workshop for Virginia Wesleyan College's field hockey team, the coach invited the librarians to a team banquet where the players competed for best research presentation (Erdmann & Clark, 2016). At Vanderbilt University, the librarians decided to design their instruction session as a competitive game. As Costin and Morgan (2019) explain, "This choice intended to capitalize on the student athlete's competitive nature, while ensuring they demonstrated understanding of library services and resources."

In at least one case, library instruction has transcended informal sessions. As part of its partnership with athletics, Washington State University librarians began teaching a mandatory one credit seminar on library instruction to athletes attending on scholarship (O'English & McCord, 2006). Some institutions have gone a step beyond providing library instruction to student-athletes. Librarians at the University of Wisconsin, Madison (Jesudason, 2000) and at Vanderbilt University (Costin & Morgan, 2019) have offered training to athletic academic advisors/counselors while tutors for student-athletes have been targeted at Michigan State University (Lorenzen & Lucas, 2002) and Mississippi State University (Davidson & Peyton, 2007).

While library instruction is the heart of most of these outreach partnerships, academic librarians have also offered other valuable services to student-athletes as well. Recognizing the demanding schedules of these users, academic librarians at Michigan State University (Lorenzen & Lucas, 2002), Washington State University (O'English & McCord, 2006), Hofstra University (Caniano, 2015), and Vanderbilt University (Costin & Morgan, 2019) have provided weekly or periodic on-site reference assistance at athletic centers directly to students. At Pennsylvania State University, librarians established a web page specifically for their student-athletes, which was well received by students and advisors alike (Robinson & Mack, 2004). As a part of their efforts to provide service to their student-athletes throughout their tenure at Michigan State University, the library has offered sessions designed to teach outgoing student-athletes how to research businesses as they begin looking for employment (Lorenzen & Lucas, 2002).

While these practitioners undoubtedly established their respective outreach programs with ensuring student-athlete success in their studies as the primary objective, some have noted how these arrangements can serve the cause of the academic library as well. In her first article, Jesudason (1989) observed that these partnerships, "will bring the libraries more recognition from the academic and local communities and from powerful alumni groups, since sports generate a significant amount of the income that enables educational institutions to expand other programs." In a similar vein, Davidson and Peyton (2007) warned that, "With declining budgets, libraries must embrace

partnerships, networking, and collaborating now more than ever."

### **Cash-Strapped: The Need for Academic Library Fundraising**

For nearly fifty years, fundraising has been a perennial subject of scholarly interest for academic librarians. Eaton (1971) published an article that set the stage for future scholarship. He argued that though academic librarians had largely disregarded fundraising in the past, they could no longer afford to forfeit untapped development potential in an age where the financial burden of maintaining academic libraries continued to mount. In the decades since, Fischler (1987), Burlingame (1987), Alexander (1998), Rader (2000), Dewey (2006), Cuillier & Stoffle (2011), Dilworth & Henzl (2017), and many others have contributed to this discussion, often echoing Eaton's call to action as well as examining several development strategies in place at academic libraries across the United States.

### **Development Partnerships with Athletics: A Review of Limitless Opportunities**

All combined, a total of 20 partnerships have been identified and described from the existing literature: California State University, Fresno (Gilbert, 2000; Rockman, 2001; Rockman 2002); Clemson University (Gilbert, 2000); Duke University (Cuillier & Stoffle, 2011; Free, 2011; Dilworth & Henzl, 2017); the University of Georgia (Gilbert, 2000); Indiana University (Neal, 1997; Dewey, 2006); the University of Kentucky (Cuillier & Stoffle, 2011); Louisiana State University (Neal, 1997); the University of Louisville (Gilbert, 2000; Dewey, 2006); the University of Michigan (Neal, 1997); the University of Nebraska (Dewey, 2006); the University of New Mexico (Trojahn & Lewis, 1997; Gilbert, 2000); the University of North Carolina, Chapel Hill (Gilbert, 2000); North Carolina State University (Cuillier & Stoffle, 2011); Ohio State University (Cuillier & Stoffle, 2011); the University of Oklahoma (Dewey, 2006); The Pennsylvania State University (Neal, 1997; Gilbert, 2000; Dewey, 2006), the University of Tennessee (Dewey, 2006), Texas A&M University (Marshall, 1996; Neal, 1997; Gilbert, 2000); Texas Tech University (Dewey, 2006), and Washington State University (O'English & McCord, 2006).

The particular types of development partnerships that academic libraries can forge with their athletics departments is as diverse as the number of actual examples. The earliest example provided in the literature began in the late 1970s with Indiana University basketball coach Bob Knight. Later in 1989, he established the Knight Library Endowment and collected over \$1 million for the university's libraries with major fundraisers such as a film premier and Knight's 50<sup>th</sup> birthday party roast. Knight was also involved in library fundraising efforts when he later coached at Texas Tech University (Neal, 1997; Drape, 2001; Dewey, 2006).

The renowned relationship between the academic libraries and athletics department at The Pennsylvania State

University is easily one of the most successful partnerships. Much of its success is due to the active involvement and advocacy of long-time football coach Joe Paterno. In the 80's, the football coach established the Joe Paterno Library Endowment to provide funding to Penn State's libraries. In addition, Paterno aggressively fundraised for the libraries and personally contributed himself. In the early 90's, he helped rake in \$13.75 million as chair of the Campaign for the Library. Joe and Sue Paterno's \$250,000 contribution was designated for a humanities reading room. In 1995, the couple donated half a million for the construction of a new library, which was named in their honor. In 1998, the Paternos gifted Penn State \$3.5 million, a portion of which was allocated for employing an additional librarian (Neal, 1997; Gilbert, 2000; Dewey, 2006). There is little wonder why Gilbert considers this alliance at Penn State the "best-known" academic library-athletics partnership.

In 1988, former University of Georgia football coach and athletic director Vince Dooley and his wife organized the Dooley Library Endowment Fund. Furthermore, Dooley launched a fundraising campaign that amassed over \$2 million for the libraries' electronic databases and computers. The former coach personally contributed \$10,000 for a new library building, helped purchase historical documents for the library's collection, and served on the library board of visitors. Starting in the 80's, basketball coaches and their wives have actively fundraised for their libraries at the University of North Carolina, Chapel Hill. This has included appearing in an ad for the libraries in a UNC alumni publication and providing endowments for them. Bill and Leesie Guthridge personally contributed to the renovation drive for the R. B. House Undergraduate Library and also created a fund to support that particular library (Gilbert, 2000).

In the early 90's, a relationship was forged between the football program and libraries at Texas A&M University. Proceeds from the Aggie Kick-Off Camp (an annual summer camp for the team's wealthy adult supporters) were donated to the libraries. By the end of the decade, this fundraiser had amassed more than \$100,000 for the libraries. Capitalizing on this momentum, library dean Fred Heath initiated a public relations campaign for the Sterling C. Evans Library with football coach R. C. Slocum when Texas A&M was assigned to the Big 12 Conference. Both fundraising and public relations partnerships earned the Sterling C. Evans Library the John Cotton Dana Library Public Relations Award in 1996 (Marshall, 1996; Neal, 1997; Gilbert, 2000).

When Ron Cooper began coaching football at the University of Louisville, the libraries reached out to him about establishing a partnership. Cooper agreed and organized a library fund for undergraduate programs. He was able to convince patrons of the Cardinal Athletic Fund to donate to this new library fund. Local business Fischer Packing contributed by establishing an award on behalf of the team member with the longest run in every home game. This initiative eventually grew into the Cardinal Campaign for the Libraries and involved all coaches and staff. This

particular library fundraiser was also incorporated into Louisville's annual fund drive (Gilbert, 2000).

The dynamic relationship between libraries and athletics at the University of New Mexico has also featured prominently in the literature. According to Gilbert, New Mexico has "one of the broadest-based partnerships with athletics. Many of its programs are true partnerships in that the proceeds are shared by the library and athletics." In the mid 90's UNM basketball coach David G. Bliss chaired the library annual fund campaign. The Books and Baskets drive resulted in contributions that totaled \$100,000, which was evenly divided between the libraries and athletics. A number of other joint campaigns have been undertaken, including arrangements with private businesses. St. Joseph's Healthcare System's sponsorship of the "Hustle and Heart" award and the Intel Scores for Scholars were both campaigns that generated funding for UNM Libraries.

Of all the fundraising initiatives achieved, the partnership between the First State Bank of New Mexico, the University of New Mexico's Athletics Department, and the UNM Libraries is arguably the crown jewel. New Mexico's First State Bank decided to reach out to UNM's athletics department about starting an affinity credit card that would target Lobo fans and generate new customers for the bank. A three-way partnership emerged between the bank, athletics, and the academic library where new customers were given the option of donating their \$25 initiation fee to the libraries or athletics. In addition, one percent of the debt each customer charged every month was divided and given to both athletics and the libraries. For the first year of this partnership, the libraries received an estimated \$40,000 donation. Including the libraries in this agreement attracted a wider base of cardholders, particularly, among UNM faculty, that athletics alone could not entice. This partnership was a resounding success for all three parties. (Trojahn & Lewis, 1997).

In 1998, basketball coach Jerry Tarkanian and his wife Lois contributed \$100,000 to organize a book fund for Madden Library at California State University, Fresno. In 1999, the couple established the "Baskets for Books Program," where individual and corporate sponsors agreed to give a certain dollar amount for every point scored by the basketball team. Because of this campaign, Madden Library received \$10,000 in contributions in one year alone (Gilbert, 2000; Rockman, 2001; Rockman, 2002).

Around the turn of the 21<sup>st</sup> century, Ohio State University Libraries began receiving a cut of their institution's licensing and trademarks sales (approximately 25% annually). The athletics department has also directly contributed funding for library construction projects. In 2007 and 2008, for instance, head football coach Jim Tressel served as a co-chair for a library capital campaign. The athletics department was responsible for providing \$9 million of the \$30 million dollars raised for the Thompson Memorial Library (Cuillier & Stoffle, 2011; Stinson, 2017).

In the early 2000's, Washington State University Libraries developed a successful marketing partnership with WSU Athletics and the university's marketing and communications division. During football season, the libraries launched a three part advertising blitz that included announcing "Fun Sports Facts" at home games, recognizing a "Student Athlete of the Week" (determined by the Athletics Department), and frequently sponsoring ads in the campus newspaper that highlighted sources available at the library while enticing readers to go to the libraries' website to be entered into a drawing for complimentary tickets (O'English & McCord, 2006). In 2011, the Friends of the Library at North Carolina State University were fundraising with their institution's football and basketball programs. The objective of this partnership was to raise \$35,000 through the "Touchdowns for Hunt" and "Threes for Hunt" drives to name a study group room in the James B. Hunt Jr. Library in recognition of the university's student-athlete population (Cuillier & Stoffle, 2011).

Duke University Libraries' partnership is the most recent of all. In 2011, the athletics department began donating a portion of the proceeds from regular home ticket sales (beginning with the 2011-12 soccer seasons) to the Duke Athletics Library Fund. One dollar per ticket sold was set aside specifically for the library fund. The only exception for that first year were football tickets because those had already been released for sale to the public. It is worth noting that Duke's partnership is one of the few to include fundraising from other programs besides football and basketball. Yet the relationship between the libraries and basketball program is renown among practitioners. In addition to the dollar proceeds from ticket sales, the libraries enjoy free marketing at games, in basketball publications, and even from the players (Cuillier & Stoffle, 2011; Free, 2011; Dilworth & Henzl, 2017).

Academic library-athletics partnerships need not be ambitious or elaborate. There is no shortage of simple arrangements that have generated much needed revenue for the libraries involved. Athletics-organized "Fun Runs" have benefitted the libraries at Louisiana State University, the University of Tennessee, and the University of Nebraska, (Neal, 1997; Dewey, 2006). On at least one occasion, revenue generated from a spring football game was donated to LSU Libraries (Neal, 1997). At the University of Oklahoma, the library and athletics department teamed up to raise a \$1 million endowment campaign (Dewey, 2006).

Patches of old turf at the University of Michigan's football stadium were sold with proceeds going to the library (Neal, 1997). Gilbert reported that every time a member passed away, Clemson University's athletic booster club would contribute \$100 to the library in honor of that member (2000). The Athletics Association at the University of Kentucky donated \$3 million annually for the retirement of bonds used to establish one of the university's new libraries (Gilbert, 2000; Cuillier & Stoffle, 2011). There are also numerous academic libraries that benefit from donations

taken from profits generated by post-season basketball tournaments and football bowl games (Neal, 1997).

### **Archives, Athletics, & Outreach Partnerships**

The *ALA Glossary* (2013) also defines an outreach program as one that "encourages users to utilize library services." As the existing literature suggests, archives and digital libraries are well positioned to form partnerships with athletics programs and other non-academic departments when the projects involve an institution's sports history. At the University of Oregon, the archivists undertook a digitization project designed to preserve the institution's sports history, particularly the university's track & field legacy. Briston (2007) makes it apparent that the purpose for this project was to appeal to and raise the profile of the archives among the university's fan base. While no formal partnership with athletics is mentioned, employing a former student-athlete and MBA candidate led to the development of a partnership between the library and archives department, the Warsaw Sports Marketing Center, and the Lundquist College of Business.

Most recently, the Baylor University Libraries Athletics Archive (BULAA) was established as a partnership between Baylor Athletics, the Electronic Library, and the Institute for Oral History. The purpose of this partnership and archive is to preserve and digitize Baylor University's storied sports history. Former Head Football Coach Grant Teaff was a crucial figure who assisted the library faculty with launching the archive and raising awareness of its existence among his former players, fans, and the Baylor University community (Ames, 2012). The examples at the University of Oregon and Baylor University demonstrate how archives and digital libraries at other institutions can establish similar projects that capitalize on the enthusiasm of their respective sports fan bases in order to increase information services usage. Raising the profile of the archives or digital library through outreach partnerships like this may prove essential to ensuring their longevity in the future.

### **Non-Partnership Outreach & Development Opportunities**

There are also ways in which the library can become involved with athletics short of establishing partnerships that raises its profile on campus and among potential donors. McDonald, Sears, and Mitchell (2000) demonstrate the possibilities of marketing the academic library at home sports events in the absence of a formal partnership with the athletics department. In the late 1990s, Auburn University Libraries started marketing their digital resources and services by giving away promotional merchandise and performing on-the-spot reference interviews at a gameday tent to sports fans entering the football stadium.

In his article about Faculty Athletics Representatives (FARs), Lombard (2015) explores why few academic librarians serve in this capacity and weigh the positives and negatives of having a librarian fulfill this role. While he

does not specifically address fundraising, Lombard does suggest that an academic library can gain from having one of its own serve as a FAR because (according to one interviewee) the reputation of the library can rise among administration and faculty and that the FAR librarian can gain a greater knowledge of how the university is managed. Considering Lombard's article through the lens of outreach or development, the librarian appointed to this position has the potential to either help establish a partnership with athletics or persuade administrators of the need for other fundraising opportunities for the library.

### **Ephemeral or Perpetual?: A Question of Longevity**

At the conclusion of their literature review on marketing/development partnerships, O'English and McCord suggest that, "These approaches have tended to relate to single events, teams, or opportunities and generally have not had a long term or programmatic focus" (2006). When considering the examples of the "Fun Runs" or turf sale at the University of Michigan, that characterization seems appropriate. Yet Wainright and Davidson's (2017) recent research on partnerships between academic libraries and non-academic departments suggests otherwise. Though they also recognize that the existing literature implies "one-time" partnerships, an analysis of their results paints a different picture.

Wainright and Davidson conducted an anonymous survey for practitioners at American academic libraries. They received and examined 180 responses. According to the Figure 1 chart, there are at least 50 academic library-athletics partnerships in the United States. Table 6 breaks down the longevity of different types of partnerships into four categories: "less than 1 year," "1-3 years," "3-5 years," and "5 or more years." Of the 50 academic library-athletics partnerships, 43 of those arrangements are classified by longevity. Only one had been established within a year prior to the survey. The remaining 42 were fairly evenly distributed with 16 in the "1-3 years" category, 15 in the

"3-5 years" category, and 11 in the "5 or more years" category. The results of Wainright and Davidson's survey suggests that most of these partnerships are not ephemeral in nature.

The literature review above, however, clearly demonstrates that the term "partnership" is a relative one, particularly for the marketing/development relationships. These twenty arrangements range from one-time events to active, ongoing relationships. It is possible that some of Wainright and Davidson's participants may have listed both outreach and marketing/development partnerships that have become dormant over time. Thus, new research is needed that will address this ambiguity.

### **Future Research**

In addition to providing an updated, more comprehensive analysis of both outreach and marketing/development partnerships forged between academic libraries and athletics departments, this literature review raises many questions that require new research. Most of these arrangements were established over a decade ago. Research is needed to determine the current state of every partnership, outreach and fundraising alike, in order to eliminate the ambiguity that currently exists concerning use of the term "partnership." While the literature concerning outreach partnerships describe the services academic libraries provide to athletics, the same cannot be said for the scholarship concerning the development partnerships. Secondary research questions include determining what services (if any) academic libraries provide as part of these fundraising partnerships as well as determining how they have used the funding they received from these arrangements. Between this literature review and future research on the questions raised herein, it is hoped that academic librarians who are interested in forging an outreach or marketing/development partnership will find both informative and useful as they plan to establish their own.

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