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Academic Libraries and Athletics Programs: The Current State of Select Marketing and Development Partnerships

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ABSTRACT

In 2019, this author published a literature review that identified and described 35 partnerships between academic libraries and athletics departments at higher education institutions in the United States, 20 of which were established for library marketing and development purposes. Most of these marketing and development arrangements were forged over a decade ago and the literature documenting them is primarily dated. Furthermore, multiple questions were raised about the nature of this type of partnership and the specific terms and conditions of many of these arrangements are not addressed in the known body of literature. In addition to published sources, the present study is informed by unpublished sources, including informational interviews conducted with representatives familiar with their respective library's partnership. Building on the foundation established in the literature review, the present study provides three main contributions to this niche of library and information science literature: (1) updated and more comprehensive accounts of eight of these documented marketing and development partnerships; (2) an analysis of the evolving nature of these relationships over time; and (3) practical applications for librarians interested in establishing successful long-term marketing and development partnerships at their institutions.

KEYWORDS

academic libraries, athletics, partnerships, development, marketing, fundraising

INTRODUCTION

In the 2019 *Southeastern Librarian* (volume 67, no. 2), this author published an article entitled, "Academic Library & Athletics Partnerships: A Literature Review on Outreach Strategies and Development Opportunities" (hereafter referred to as the "partnership literature review"). This article provided a synthesis of known literature concerning established relationships between academic libraries and athletics departments at higher education institutions in the United States. A total of 35 documented academic library-athletics partnerships were identified and described. As O'English and McCord (2006) have noted, these relationships can be divided into two categories: library outreach initiatives provided to student-athletes and partnerships forged with athletics departments for library marketing and development purposes. Of these 35 arrangements, 15 were classified as outreach partnerships, and 20 were categorized as marketing and development relationships.

In the conclusion of the partnership literature review, multiple questions were raised concerning the nature of these partnerships between academic libraries and athletics departments. Primarily, are these transient arrangements or active, ongoing partnerships? While this question applies to both categories of partnerships, multiple secondary questions specific to marketing and development relationships were also raised. Although outreach partnerships for student-athletes remain a popular trend in academic library literature, the same cannot be said for marketing and development relationships. Most of the marketing and development arrangements were formed over a decade ago, and the literature documenting them is primarily dated. Building on the foundation established in the partnership literature review, this article contributes an updated analysis of marketing and development partnerships between academic libraries and athletics departments in the United States. It also offers practical applications for librarians interested in establishing successful long-term partnerships at their institutions.

Marketing and Development Partnerships in American Academic Libraries

Over the past 50 years, the escalating costs associated with maintaining academic libraries have generated interest in academic library development, or fundraising. From Eaton (1971) to Dilworth and Henzl (2017), academic librarians and college development personnel have raised awareness about the need for library fundraising and proposed various strategies for generating revenue. Whether inspired by this broader discussion in academia or by local institutional circumstances, libraries at campuses across the country partnered with their athletics departments for marketing and development purposes. The earliest of these relationships were established in the late 1970s while the most recent was forged in the early 2010s. The descriptions provided for every partnership demonstrate a broad diversity in characteristics and conditions, suggesting that few (if any) of these 20 arrangements are identical (Denton, 2019).

The 20 documented marketing and development relationships between academic libraries and athletics departments include: 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 (Dewey, 2006; Neal, 1997); the University of Kentucky (Cuillier & Stoffle, 2011); Louisiana State University (Davis, 1999; Neal, 1997); the University of Louisville (Dewey, 2006; Gilbert, 2000); the University of Michigan (Neal, 1997); the University of Nebraska-Lincoln (Dewey, 2006; NU Athletic Communications, 2004; NU Athletic Communications, 2006); the University of New Mexico (Gilbert, 2000; Trojahn & Lewis, 1997); 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); Pennsylvania State University (Dewey, 2006; Gilbert, 2000; Neal, 1997), the University of Tennessee (Dewey, 2006), Texas A&M University (Gilbert, 2000; Marshall, 1996; Neal, 1997); Texas Tech University (Dewey, 2006), and Washington State University (O'English & McCord, 2006).

METHODS

This study is supported by both published and unpublished sources. Published sources include academic journals, trade publications, and institutional websites. Most of the academic journal and trade publication articles cited in this study initially informed the partnership literature review (Denton, 2019). Additional professional publications were identified and consulted for this study as well. Institutional web sources include press releases, news articles, and websites of pertinent library programs or departments. Unpublished sources include recorded phone interviews, email correspondence, and an audio recording of a social event.

These published sources are crucial because they document the existence of these partnerships. Furthermore, they often supply background information on the origins and nature of these relationships. Beyond providing additional context missing from published sources, unpublished sources contribute more recent information on the current state of these arrangements. Together, this corpus of published and unpublished research offers updated, more comprehensive accounts.

Institutional review board approval was obtained to conduct research during the 2019–20 academic year to determine the current status of these documented marketing and development partnerships. On October 14, 2019, an email was sent to the deans and directors of these 20 academic libraries describing the research project and requesting a brief informational phone interview with a representative familiar with the current status of their respective institution's academic library-athletics partnership. Included in this email were attachments of this author's curriculum vitae, the partnership literature review (Denton, 2019), and the following list of interview questions:

1. Would you consider the partnership between your academic libraries and athletics department active or inactive?
2. Have your libraries received funding or marketing opportunities from your athletics department or any of its programs within the last three years? If not, when was the last time?
3. How has this partnership evolved and adapted over time?
4. How much funding have the libraries received from the athletics department over the course of this

- partnership?
5. What special services (if any) have your libraries provided to the athletics department as part of this partnership?
 6. How have the libraries used the funding or marketing opportunities provided by the athletics department?
 7. When applicable: Why did your libraries only secure a partnership with your institution's football or basketball programs? Has this partnership remained limited to that/those program(s), or has it expanded to include other sports programs? Why is this the case?

The response rate for this study was 11 out of 20, or 55 percent. From these 11 responses, eight institutions agreed to participate (two respondents declined to participate and one respondent, despite initially expressing interest in participating, stopped responding to the correspondence). Thus, this article is informed by eight of the 20 documented marketing and development partnerships, or 40 percent. Of the eight institutions, five participants decided to engage in a recorded phone interview, and three responded via email.

As required by institutional review board policy, documentation authorizing the use of participant responses (recorded interviews or email correspondences) to inform this study was obtained from all participants. Interviews were conducted from October 23rd-November 11th, 2019, and correspondence with those who participated via email was completed by the end of October 2019. All interviewees were asked, at minimum, the seven questions previously emailed. In the case where relatively little information about an institution's partnership is found in the known literature, the representative was first asked to provide additional background and context about that relationship.

REGIONAL DISTRIBUTION OF MARKETING AND DEVELOPMENT PARTNERSHIPS

An analysis of the regional distribution of the 20 marketing and development partnerships identified in the partnership literature review (Denton, 2019) reveals that relationships between academic libraries and athletics programs were overwhelmingly popular in the Southern United States. Of these 20 partnerships, 12 (60 percent), were formed at southern institutions: Clemson University; Duke University; the University of Georgia; the University of Kentucky; Louisiana State University; the University of Louisville; the University of North Carolina, Chapel Hill; North Carolina State University; the University of Oklahoma; the University of Tennessee; Texas A&M University; and Texas Tech University. The rest of the country trailed far behind. Four partnerships (20 percent) were documented at universities in the Midwest: Indiana University; the University of Michigan; Ohio State University; and the University of Nebraska-Lincoln. Three partnerships (15 percent) were forged at institutions in the West: California State University, Fresno; the University of New Mexico; and Washington State University. Only one partnership (5 percent) at Pennsylvania State University represents the Northeast (regional identification for each state was determined by the U.S. Census Bureau's 2010 census regions and divisions of the United States).

Of the eight academic libraries that agreed to participate in this study, seven are located in the Southern United States. Each institution is documented by their response type: Clemson University (interview); Duke University (interview); Louisiana State University (email); the University of Louisville (email); North Carolina State University (interview); the University of Oklahoma (interview); and Texas A&M University (interview). These seven participating libraries represent 58 percent of the 12 documented partnerships at southern institutions. Pennsylvania State University (email) was the only participating library outside of the South. As the region's sole documented partnership, the Northeast is the only other region represented in this study. The Midwest and West regions are not described since those institutions declined to respond or participate.

CONTEMPORARY PROFILES OF PARTNERSHIPS

Regardless of geographic location, these eight participating academic libraries can be divided into active partnerships or inactive partnerships. This classification is based on participants' answers to

the question: "Would you consider the partnership between your academic libraries and athletics department active or inactive?" Partnerships that reported as active (62.5 percent) include Pennsylvania State University (B. I. Dewey, personal communication, October 29, 2019), Texas A&M University (D. H. Carlson, personal communication, October 23, 2019), the University of Oklahoma (R. Luce, personal communication, October 25, 2019), North Carolina State University (G. Raschke, personal communication, November 11, 2019), and Duke University (T. Hadzor, personal communication, October 24, 2019). Partnerships that were reported inactive (37.5 percent) include the University of Louisville (R. E. Fox, personal communication, October 16, 2019), Louisiana State University (S. J. Wilder, personal communication, October 14, 2019), and Clemson University (C. Cox, personal communication, October 31, 2019). The institutions documented next in this study provide an updated and more comprehensive account of these eight marketing and development partnerships.

Pennsylvania State University

One of the oldest and "best-known" (Gilbert, 2000) marketing and development partnerships began in the 1980s at Pennsylvania State University. Joe Paterno, football coach, organized an endowment for the libraries. Paterno began actively fundraising for Penn State's libraries and personally contributed to the cause. While serving as chair of the Campaign for the Library during the early 1990s, he raised \$13.75 million. He and his wife, Sue, donated \$250,000, which was allocated for a humanities reading room. In 1995, the Paternos gifted \$1 million for a new library, which was named in their honor. In 1998, the couple contributed an additional \$3.5 million to the university, which included funding for a new librarian position (Dewey, 2006; Gilbert, 2000; Neal, 1997).

The relationship between the libraries and athletics at Penn State evolved throughout the 1980s and 1990s into a dynamic partnership. The libraries arguably reaped the most rewards. However, there is another aspect of this multi-faceted partnership that was never highlighted in the known literature. In 1988, the University Archives (a department of the Penn State University Libraries) began collecting materials to preserve its sports history. Today, the Penn State Sports Archive holds a diverse array of thousands of materials. Examples of archival materials include student-athlete biographical information, the papers of past coaches, media guides, and audio-visual game materials concerning the institution's many athletics programs. Besides preserving materials of popular American sports played at Penn State (namely, football, basketball, and baseball), the Sports Archive also holds materials for less prevalent sports at Penn State. This included archery, fencing, and lacrosse (Penn State University Libraries, n.d.).

This marketing and development partnership is still considered active. When this research was conducted, the libraries had last received funding from athletics three years before. Previously, the athletics department donated "several thousand dollars per year" to the libraries which was earmarked chiefly for sustaining the Sports Archive. Though the literature focuses on the football program's contributions, the marketing and development partnership was never restricted to that sport. As Dean Dewey stated, "Our Sports Archives [sic] covers all sports" (personal communication, October 29, 2019).

In contrast to other initiatives documented in the literature, the Sports Archive establishment and maintenance indicate that this mutually beneficial arrangement requires both parties' investment. The athletics program provides funding to the libraries in exchange for the preservation of their history. The libraries dedicate time, space, staff, and resources to organize, preserve, and store this growing collection of materials in exchange for funding and the prestige of having this specialized archive of institutional history.

Texas A&M University

In 1993, a partnership was established between the libraries and football program at Texas A&M University. It centered around the Aggie Kick-Off Camp, a yearly summer camp for ardent adult fans. This initiative's principal aims were to generate additional funding for the football program and provide outreach to supporters beyond the university. However, Coach R. C. Slocum decided that a portion of the camp's proceeds would be donated to the libraries and the Fightin' Texas Aggie Band to support the

campus community. When Texas A&M was assigned to the Big 12 Conference, Fred Heath (then Dean of University Libraries) saw an opportunity to raise his department's profile. With the support of Coach Slocum and the Friends of the Sterling C. Evans Library, Heath launched the "Advance the Library into the Big 12" campaign. In recognition of these fundraising and marketing initiatives, the Sterling C. Evans Library was awarded the 1996 John Cotton Dana Library Public Relations Award (Carlson & Slocum, 2019; Gilbert, 2000; Marshall, 1996; Neal, 1997; Simon, 2017).

The partnership between the libraries and the football program at Texas A&M is still going strong. Two significant landmarks were reached within the past few years. First, the 25th Annual Aggie Camp was held, marking a quarter of a century for this active partnership. Second, the football program's cumulative donation amount from this initiative surpassed half a million dollars. In 2019, the librarians commemorated both occasions by installing a plaque in Evans Library that pays tribute to Coach Slocum, provides a history of the camp, and explains how this initiative has supported the libraries. A special dedication ceremony marking the occasion was held with Dean Carlson and Coach Slocum providing remarks on the partnership's legacy. (D. H. Carlson, personal communication, October 23, 2019; Carlson & Slocum, 2019; Simon, 2017).

Conditions were not placed on the camp's proceeds, so all donations are deposited in the libraries' general gift fund. This latitude enables the libraries to apply this funding toward various extrabudgetary expenditures not covered by the regular budget. As Dean Carlson observed, "It helps us to do things that we wouldn't otherwise be able to afford or it would be years before we could afford." Proceeds from the Kick-Off Camp have enabled the libraries to enhance different resources they offer to the campus community as well as preserve artifacts held by the University Archives, which includes historic Texas A&M football films (D. H. Carlson, personal communication, October 23, 2019; Carlson & Slocum, 2019).

Though Texas A&M's fortunes on the football field have changed over the last quarter-century, the partnership between the libraries and the football program has remained virtually the same. From the perspective of the libraries as a beneficiary, the relationship with the football program has neither evolved nor expanded to include other athletic programs (D. H. Carlson, personal communication, October 23, 2019). The Aggie Kick-Off Camp initiative continues to make a difference at Texas A&M University. As Carlson eloquently explained, "In this partnership with the band and the libraries, the football program looks beyond the gridiron and has found a way to make real and tangible the partnership that must exist between academics and sports, between the classroom and the playing field, between the libraries and the training room" (Carlson & Slocum, 2019).

The University of Louisville

The partnership at the University of Louisville began in the mid-1990s. When Ron Cooper became the football coach, the libraries were the first department on campus to contact him about establishing a development arrangement. The new coach was interested in partnering with the libraries. He created a library fund for undergraduate programs and encouraged Cardinal Athletic Fund donors to give to this new initiative. Fischer Packing, a local company, joined the cause by contributing an award in honor of the player who achieved the longest run in every home game. Following Cooper's departure from Louisville, the partnership was broadened by incorporating all coaching staff. Known as the Cardinal Campaign for the Libraries, this initiative was included in Louisville's annual fund drive (Gilbert, 2000). By 2011, however, this partnership was not active. Little is known about the nature of that relationship by current library faculty (R. E. Fox, personal communication, October 16, 2019).

Louisiana State University (LSU)

In the 1990s, LSU Libraries also benefited from a fundraising partnership with their institution's athletics department—namely from football program-related activities. Revenue generated from a spring game and an inaugural football season "fun run" was donated to the libraries (Neal, 1997). In 1998, the football program donated half the proceeds (\$11,000 out of \$22,000) raised by the second annual

“Stampede to the Stadium” run to the libraries. This amount was combined with donations from other organizations to invest in \$20,000 worth of computer workstations for the main library (Davis, 1999). As far as current library faculty are aware, these efforts were “one and done” without subsequent collaboration for library development since then (S. J. Wilder, personal communication, October 14, 2019).

The University of Oklahoma (OU)

Relatively little has been published about the marketing and development partnership that exists at the University of Oklahoma. In the partnership literature review (Denton, 2019), the relationship was briefly described and categorized with other “simple arrangements” at various institutions: “At the University of Oklahoma, the library and athletics department teamed up to raise a \$1 million endowment campaign” (Denton, 2019, p. 7). In conducting research for this study, however, it became apparent that Oklahoma’s partnership is arguably one of the most robust and successful relationships in the nation. Thanks to the enthusiastic support from the athletics program, the Bizzell Memorial Library has benefited from multiple marketing and development opportunities.

Around 2000, Director of Athletics Joe Castiglione was interested in securing his department’s service in an opportunity to support the entire university community. He and Sul H. Lee, Dean of University Libraries, collaborated over how their departments could collectively accomplish this goal. Dean Lee suggested a “Books that Inspire” exhibit that would showcase classic works of literature. In 2002, it was announced at the second “Books that Inspire” exhibit that athletics had pledged \$250,000 toward the foundation of a \$1 million endowment to support this annual exhibit and other prospective academic programs (R. Luce, personal communication, October 25, 2019; Orphan, 2002; “What’s happening in academic libraries,” 2002).

At the time, this arrangement between OU’s libraries and athletics was hailed as “the first partnership of its kind in the United States” (Orphan, 2002, p. 411). Royalties from athletics merchandise sales contributed to this endowment’s funding. Subsequently, athletics continued to donate contributions to the endowment every year, with approximate amounts ranging from \$15,000–\$20,000 (R. Luce, personal communication, October 25, 2019; Orphan, 2002; “What’s happening in academic libraries,” 2002). Ultimately, the purpose of this initiative was to “symbolize the shared commitment to excellence of the entire university and underscore OU’s goal of encouraging student athletes to fully participate in the academic life of the institution” (Orphan, 2002, pp. 411-412).

Around 2012, OU athletics established another endowment for the Bizzell Memorial Library. This endeavor was to support its History of Science Collections, which former Dean of Libraries Richard Luce described as “probably the signature and most notable special collections” at OU. This endowment, originally \$500,000, has grown by approximately \$50,000 with additional contributions and interest. In 2013, Luce and Kerry Magruder, Curator of the History of Science Collections, approached Castiglione about their ambitious plans to design and host the “Galileo’s World” exhibition with displays at various locations on all three OU campuses (Norman, Tulsa, and Oklahoma City) in honor of the institution’s 125th anniversary. Castiglione enthusiastically supported this new initiative and contributed \$50,000 from his department to the exhibition. When the libraries later requested assistance purchasing a rare Orazio Grassi manuscript for the exhibit, the athletics director readily agreed (R. Luce, personal communication, October 25, 2019).

Bizzell Memorial Library has also enjoyed free marketing opportunities, courtesy of athletics. Whenever ESPN’s College GameDay has broadcast from OU, Castiglione ensured that Bizzell was used as the program’s backdrop. The libraries have been featured in various sports programs and other publications to highlight how athletics support the libraries or promote significant events and developments at Bizzell Memorial Library. One year, Castiglione arranged for Luce to go to Dallas before OU’s football game with Texas. At one of the engagements, the athletic director introduced the dean to an audience of two thousand alumni and discussed the benefits of the partnership between athletics and the libraries.

Furthermore, athletics has provided the OU libraries with resources for securing their fundraising. These include reserving exclusive spaces in athletic facilities to host special events for the libraries’ benefactors and providing the libraries with box seating tickets to attract potential donors (R. Luce, per-

sonal communication, October 25, 2019).

This marketing and development partnership is still active for two reasons. First, the libraries continue to receive funding from endowment payouts every year (approximately \$30,000). Second, the athletics department often provides Bizzell Memorial Library with additional funding whenever the annual payout amount is not enough to purchase a rare acquisition, such as the aforementioned Orazio Grassi manuscript. In general, contributions from the athletics department donated to the libraries during Dean Luce's tenure (recently retired) were used to increase the holdings and prestige of OU's History of Science Collections (R. Luce, personal communication, October 25, 2019).

The partnership between the libraries and athletics at OU is not limited to the football and basketball programs but represents a holistic relationship with the entire athletics department. As the Director of Athletics, Joe Castiglione has earned a reputation for being a staunch supporter of OU's primary mission as a higher education institution. Throughout his tenure, athletics has contributed millions of dollars generated by the sports programs to support various academic causes on campus, such as the university libraries and the Fred Jones Jr. Museum of Art. With regards to the marketing and development partnership with the libraries, Castiglione's commitment has "rippled down" to the coaches (mainly football and basketball), who have embraced the partnership and offered their own program's support (R. Luce, personal communication, October 25, 2019).

Sherri Coale, the longtime head coach of women's basketball, shares Castiglione's commitment to this partnership and the academic enterprise at OU. As the daughter of a librarian, Coale is an advocate for the university's libraries and has supported them in multiple ways. Whenever the coach hosts a dean's challenge, she provides the libraries with free tickets to draw in donors. Coale's family also gifted a children's literature collection to the libraries. In addition to contributing to the libraries' development, Coale promotes the importance of the libraries to her athletes. She takes them to Bizzell Memorial Library to learn how the libraries can help them succeed in their studies (R. Luce, personal communication, October 25, 2019).

The OU libraries play an active role in this partnership in multiple ways, starting with recruiting. Many of the athletes at OU are passionate about their studies. The athletics department often reaches out to the libraries for assistance with recruiting academically driven individuals. This includes requesting that the librarians spend time with these potential students and "show off the best parts" of Bizzell Memorial Library. During the "Galileo's World" exhibition, the libraries installed the "Galileo and Sports" exhibit at Headington Hall, a dorm for student-athletes, with an open house on the day of the homecoming game. When Castiglione requested that the libraries host an athletics awards banquet one year, the librarians readily agreed (Julian, n.d.; R. Luce, personal communication, October 25, 2019; University of Oklahoma Libraries, n.d.).

Clemson University

Much like Oklahoma University's partnership, relatively little has been published about the relationship between the libraries and athletics at Clemson University. Gilbert (2000) noted that the university's athletic booster club contributed \$100 to the library every time a member passed away. This fundraiser, however, was not the only development initiative of this partnership. In the early 2000s, Dean of Libraries Joe Boykin formed a development partnership with Clemson Athletics and IPTAY (formerly an acronym for "I pay ten a year"), the fundraising organization for athletics. The three parties established a fund that required IPTAY to contribute to the libraries and athletics equally. This initiative lasted for approximately five or six years before it was discontinued. There is not an indication that the libraries were required to provide any special services to athletics or any stipulations on how the libraries could spend the funding. Throughout the arrangement, the libraries received thousands of dollars, which were primarily used to supplement the collections budget (C. Cox, personal communication, October 31, 2019).

When this research was conducted, the development partnership between Clemson's libraries and athletics was reported inactive. Though the libraries have not received funding for several years,

Chris Cox, the current library dean, wants to establish new funding opportunities for the libraries. He shared some of his ideas for how they hope to restore a mutually beneficial relationship between both departments. To begin with, the libraries established an outreach partnership with the athletics tutoring center in which one of the librarians serves as a liaison for student-athletes and provides research assistance at the center. Furthermore, the libraries were considering developing and implementing information literacy instruction tailored to Clemson's student-athletes (C. Cox, personal communication, October 31, 2019).

The libraries and athletics were also discussing another outreach initiative that would benefit both parties. Athletics was interested in digitizing programs, photographs, videos, and other sports-related materials for marketing, development, and engagement purposes. To do so, Clemson's athletics considered approaching an outside firm to complete this project. However, the libraries offered to digitize their materials as they had the equipment, resources, and personnel in place for ongoing digital preservation efforts. In addition to helping rebuild a rapport with athletics, this project will benefit the libraries by enhancing their digital collections (C. Cox, personal communication, October 31, 2019).

In terms of restoring a development relationship with athletics, the libraries considered several options, such as a "Basket for Books" initiative where donors would contribute a certain amount to the libraries for every three-point shot. They also explored ways to revive an arrangement with IPTAY where the libraries would receive a certain amount annually. Whatever the structure, Dean Cox believes that the libraries need to be an active partner that invests in the relationship (C. Cox, personal communication, October 31, 2019).

The libraries are also interested in cross-marketing opportunities that would benefit both parties. At Clemson, certain sports struggle with generating interest and ticket sales. The libraries proposed promoting these programs and their student-athletes. Proposed methods include advertising the games on library TV display screens or requiring the staff to wear jerseys to support those sports on game days. In return, the libraries wanted to receive free publicity at the stadium during the games (C. Cox, personal communication, October 31, 2019). Considering the librarians' recent efforts to re-establish a rapport with their athletics department through various outreach initiatives, the libraries are well positioned to resurrect an active development partnership.

North Carolina State University (NCSU)

The origins of the marketing and development partnership at North Carolina State University began in the 2000s when basketball coach Herb Sendek sponsored a fundraising campaign to benefit the libraries. Two ambitious athletics-sponsored initiatives were later launched to support a new library facility while paying homage to the university's student-athletes. In 2010, it was announced that NCSU's libraries and football coach, Tom O'Brien, had forged a partnership to fundraise for the James B. Hunt Jr. Library (then under construction). O'Brien challenged fans to pledge to contribute \$1–\$50 for every touchdown the team scored that football season. Known as the "Touchdowns for Hunt" campaign, the initiative's goal was to raise \$35,000 and name one of the new group study rooms at Hunt Library in honor of NCSU's student-athletes dedication to their studies. Underscoring the crucial role that the libraries' served for his players' academic success, O'Brien encouraged the team's fanbase to contribute to the cause (NC State University Libraries, 2010; G. Raschke, personal communication, November 11, 2019).

In 2011, NCSU's basketball coaches Kellie Harper and Sidney Lowe launched a similar campaign to build upon O'Brien's "Touchdowns for Hunt" initiative. With the "Threes for Hunt" challenge, Harper and Lowe asked fans to pledge \$.25–\$10 for every three-pointer scored by the men's and women's teams that season to help meet the \$35,000 threshold required for endowing the study room. Like O'Brien, the basketball coaches reminded supporters of the libraries' importance in their athletes' education. Significantly, Harper and Lowe also noted that the university's libraries were also valuable assets for their recruiting strategy (NC State University Libraries, 2011).

It remains unclear whether the football and basketball coaches met their goal for naming one of the study rooms. Still, the Wolfpack Club (a development organization that fundraises for NCSU's athlet-

ics programs) endowed the digital media lab spaces at Hunt Library. Since 2012, this arrangement has generated \$150,000 for the libraries, some of which was received in recent years. In turn, these contributions were applied to enhancing those spaces (G. Raschke, personal communication, November 11, 2019).

The current state of the partnership at NCSU was described as “moderately active,” in which the libraries and athletics continue to collaborate, but not as an “ongoing program.” In terms of special services, the libraries remain a significant component of recruiting efforts. Specifically, Hunt Library is a staple on campus tours for athletes of practically every sport. During the off-seasons, prospective football and basketball players are brought to Hunt Library’s immersive visualization room, where they virtually experience an NCSU game as a participant. While this relationship is not limited to any specific sports, football and basketball benefit the library the most because these programs have the resources to provide Hunt Library with the 360-degree videos required for the visualization room simulations (G. Raschke, personal communication, November 11, 2019).

Duke University

Of all the relationships identified in the partnership literature review (Denton, 2019), the marketing and development collaboration at Duke University is the most recent and arguably most successful. In this arrangement, the libraries receive generous funding and prime marketing opportunities. As a result, the dynamic relationship between the libraries and athletics at Duke University is prominently featured in the literature (Cuillier & Stoffle, 2011; Dilworth & Henzl, 2017; Hadzor & Cumiskey, 2014). For instance, in their academic library fundraising study, Dilworth and Henzl (2017) even highlight Duke as a model “success story” in their section discussing collaboration opportunities with athletics.

In May 2011, the athletics program launched the Duke Athletics Library Fund to support the university’s primary purpose. Beginning with the 2011–12 soccer season, the department started contributing \$1 for every regular home ticket sold to this fund. This policy applied to every sport that charged admissions: baseball, men’s basketball, women’s basketball, football (the inaugural year of this library fund did not include football proceeds since those tickets were offered in January, but subsequent seasons have), men’s lacrosse, women’s lacrosse, men’s soccer, and women’s soccer (Chronicle Editorial Board, 2011; Cuillier & Stoffle, 2011; Dilworth & Henzl, 2017; Duke Sports Information, 2011; Free, 2011; Hadzor & Cumiskey, 2014). In explaining the motivation behind this development fund, athletic director Kevin White stated that “as the Department of Athletics developed plans to invest in the larger institutional mission, the library system became the clear and appropriate benefactor. Our excitement about this partnership cannot be overemphasized” (Duke Sports Information, 2011).

Besides providing the libraries with funding, Duke’s dollar-per-ticket initiative is also an exceptional marketing strategy. Every regular home ticket includes the libraries’ trademark and informs fans that their purchase supports the fund (Duke Sports Information, 2011; Free, 2011; T. Hadzor, personal communication, October 24, 2019; Hadzor & Cumiskey, 2014). As Tom Hadzor, Associate University Librarian for Development, can personally attest, the library fund’s promotion on these tickets did not go unnoticed. A few years ago, as he was entering the football stadium, he overheard a woman behind him discussing the printed description of the library fund on her ticket. Impressed, she remarked, “only at Duke would something like that happen” (T. Hadzor, personal communication, October 24, 2019). By capitalizing on the fundraiser and promoting it on every ticket, both parties benefited from the publicity. The libraries enjoy free advertising while the athletics department develops good public relations with every ticketholder.

While the libraries benefit from a strong partnership with the athletics department, the relationship with the basketball program involves additional initiatives. Duke Basketball has taken the partnership’s marketing aspect beyond the ticket descriptions by incorporating additional strategies that support the libraries. These include free advertising at games, team-sponsored library campaigns, and promotional ads featuring various library services in basketball publications. Not surprisingly, academic librarians throughout the country hold the dynamic relationship between the libraries and basketball program at Duke in high regard (Dilworth & Henzl, 2017).

The marketing and development partnership at Duke University has been operating for a decade. Like Texas A&M, the relationship between the libraries and athletics remains virtually unchanged from when it was established. The libraries have received approximately \$1.9 million in unrestricted funding since fiscal year 2011/2012, which is primarily used to fund personnel positions within the libraries. Though the libraries are not required to provide any services for the proceeds received from the dollar-per-ticket initiative, they support the athletics department whenever possible. For instance, the librarians provide research assistance for athletic marketing and the library has digitized Duke's entire collection of football programs (T. Hadzor, personal communication, October 24, 2019).

ANALYSIS AND APPLICATIONS

These contemporary profiles enhance a librarian's understanding of marketing and development partnerships between academic libraries and athletics departments in multiple ways. First, the profiles provide more comprehensive histories of eight documented and published relationships. In addition to updating the literature, these accounts also offer vital insights into the nature of these arrangements over time and applications for practitioners interested in establishing a long-term partnership at their institution.

All Partnerships Are Local

These marketing and development partnerships defy broad generalizations or simple characterization. The earliest of these 20 documented relationships began in the late 1970s. The most recent was established in the early 2010s—a span of approximately 30 years. Though most of these partnerships were forged at southern universities, the rest were founded at institutions throughout the country. While nearly every relationship was formed at public institutions, the dynamic arrangement at Duke University proves that these partnerships can also thrive at private institutions.

The one characteristic that all 20 marketing and development partnerships appear to share is that they were formed at major universities. This trait stands in stark contrast to the outreach relationships identified in the partnership literature review (Denton, 2019), which highlighted institutions ranging from major universities to small faith-based schools. This observation, however, is based solely on documented relationships. In their research, Wainwright and Davidson (2017) determined that there are at least 50 academic library-athletics partnerships in the United States. Further research is required to determine if additional marketing and development partnerships between academic libraries and athletics departments exist. Until this question is resolved, a definitive conclusion cannot be made regarding this characteristic.

Institutional demographics are not the only measure that demonstrates how diverse these partnerships are. The specific terms and conditions described for every documented relationship in the partnership literature review (Denton, 2019) and recently documented profiles suggest that the possibilities of arrangements between an academic library and athletics department are virtually limitless. A juxtaposition of the arrangements of the five confirmed active partnerships (Duke, North Carolina State, Oklahoma, Penn State, and Texas A&M) described in this study reinforces this appraisal and indicates that these relationships become even more distinctive over time.

While the arrangements at Duke, North Carolina State, Oklahoma, and Penn State are holistic relationships between the libraries and athletics departments, in contrast, Texas A&M's partnership is limited to a single sports program. Furthermore, the relationship at Texas A&M stands apart from the other four because proceeds are shared between the libraries and a third party (the university band). Though the partnerships at North Carolina State, Oklahoma, and Penn State have evolved, Duke and Texas A&M arrangements remain mostly unchanged from when they were established. At North Carolina State, Oklahoma, and Penn State, the libraries also invest in their partnerships by providing exceptional services to athletics. The libraries at Duke and Texas A&M, by contrast, are not under any obligation to render assistance for their funding.

The research conducted for this study also reveals considerable variation in funding allocations.

Athletics proceeds have financed appropriations as diverse as facility construction and renovations (North Carolina State and Penn State), personnel positions (Duke and Penn State), archival preservation (Penn State and Texas A&M), special collections acquisitions (Oklahoma), exhibits and programs (Oklahoma), collections budgets (Clemson), and miscellaneous extrabudgetary expenditures (Texas A&M). In addition to funding, three libraries (Duke, Oklahoma, and Texas A&M) have also benefited from high profile marketing opportunities. Though these various appropriations serve the same end (supporting the institution's mission and campus community), each was thoughtfully chosen to fulfill a specific need unique to that library.

This wide range in institutional demographics, terms and conditions, and appropriation of funding suggests that no two partnerships are alike. To paraphrase the common adage about politics, "all partnerships are local." Every arrangement is organized and operates according to the partnering units' specific needs and institution circumstances. As the diverse examples of Duke, North Carolina State, Oklahoma, Penn State, and Texas A&M demonstrate, there is not a universal model for organizing a successful long-term marketing and development partnership. While the literature provides several useful examples from universities throughout the United States, practitioners interested in establishing their marketing and development partnership must conscientiously consider the needs of their library, athletics department, and institution to craft an arrangement that will last.

Characteristics of Long-Term Partnerships

Academic librarians interested in forming marketing and development partnerships should first consider if such an arrangement is viable. Dilworth and Henzl (2017) warn that these relationships are not feasible at every institution:

This kind of partnership is one that requires buy-in and participation from leadership on each side of the table as well from the university itself. It is the kind of partnership that needs to be supported with high-level marketing and [public relations], and to be really successful, it requires a dynamic and successful athletics program. As good an idea as it is for sports and libraries to dance, it won't work if there isn't strong support and participation from sports fans. (p. 88)

While some of the finer points of Dilworth and Henzl's assessment are debatable (the libraries at Duke and Texas A&M, for instance, are not under any obligation to "buy-in"), the admonition has merit. As the research conducted for this study illustrates, the act of establishing a partnership alone does not guarantee that the arrangement will last. Though no two relationships are identical, five characteristics stand out among the confirmed long-term active partnerships that warrant analysis: successful sports programs, athletic support, interdepartmental rapport, contribution visibility, and stewardship.

Successful Sports Programs

First and foremost, these partnerships are not feasible without sports teams that generate both enthusiasm and revenue. Dilworth and Henzl's (2017) assessment is worth reiterating: "to be really successful, [this kind of partnership] requires a dynamic and successful athletics program." Based on his own experience at different institutions, Rick Luce (Oklahoma) would concur: "Coming to OU really opened up my ideas. This may not be the case in all places. All athletic programs certainly are not revenue generators . . . But it did open up my eyes coming to a [Division 1], highly visible athletic program and university. It opened up the possibilities to do outreach and fundraising in a different way" (R. Luce, personal communication, October 25, 2019). Without successful sports programs in place, the chances of establishing and maintaining a long-term marketing and development partnership are unfavorable.

Athletic Support

These partnerships are not possible without the support of athletics. The partnership literature

review (Denton, 2019) provides several examples demonstrating how essential coach support was for many of these relationships. In the more outstanding examples (such as Penn State or Indiana University), coaches were not only proponents but actively involved in fundraising initiatives. However, the example of the University of Oklahoma's Joe Castiglione suggests that there is even more significant potential for a successful marketing and development partnership if the institution has an enthusiastic advocate in its athletic director. Whether from department leadership or individual coaches, a robust collaboration requires sincere support from athletics.

Interdepartmental Rapport

Establishing a rapport with athletics and maintaining that relationship as personnel change is crucial for partnership longevity. The arrangement at Clemson was made possible because Dean Boykin had developed a personal relationship with Clemson Athletics. Following his retirement, the partnership ceased because the athletics department did not have a rapport with the library administration. As Cox observed, "Athletics seems to be relationship-oriented. They're not just going to give because they think the library is important. They're going to give because they believe not only is the library important, but they know the person at the top" (personal communication, October 31, 2019).

At Texas A&M, neither the partnership's founding library dean nor head football coach remain in those positions, but Dean Carlson regularly attends the annual Aggie Kick-Off Camp. This gesture undoubtedly reinforces that rapport between those departments and ensures that the arrangement remains active (D. H. Carlson, personal communication, October 23, 2019; Carlson & Slocum, 2019). Even as personnel change, library administration should maintain their department's rapport with their institution's athletics director and coaching staff to ensure the longevity of the arrangement.

Contribution Visibility

Another important (but less pronounced) characteristic of long-term partnerships is the visibility of athletic contributions. While libraries can allocate proceeds toward regular expenses, such as database subscriptions or general collections budgets, patrons will most likely not notice these additions. As Cox (Clemson) suggests, "Collections are great, but the problem is it's not as easy for people to understand. They don't see it as quickly" (personal communication, October 31, 2019). Part of the funding generated from these marketing and development partnerships should be invested in conspicuous upgrades such as facility renovations, new technology, or rare collections.

Strategically investing donations in these kinds of noticeable improvements enables an athletics department to recognize how its funding enhances the library and encourages ongoing support. At NCSU, Hunt Library's investment of their partnership funding in facility upgrades has not gone unnoticed by the athletics department, which regularly brings prospective student-athletes to the library for tours as part of its recruitment strategy. Furthermore, librarians can capitalize on the upgrades' visibility by promoting them on their library's social media accounts and acknowledging their athletics department's generous contribution.

Stewardship

Luce (Oklahoma) suggests that stewardship is an integral part of maintaining these partnerships and that requires effective communication. Often, donors do not recognize the need to continue donating to the library after an initial gift. Thus, libraries must regularly communicate to their athletics counterparts the impact their department's funding has on library patrons and the campus community. As Luce advised, "It's not something that just happens, and it's done. The stewardship of continuing to communicate about how that gift is being used, year by year, is partly, I think, critical to keeping that gift really active and alive . . . This should be a very, very active process with feedback all the time" (personal communication, October 25, 2019). The commemorative plaque and reception celebrating the 25th anniversary of the partnership between the libraries and athletics at Texas A&M is a highly visible example of the kind of stewardship a library needs to maintain to ensure their partnership's longevity (D. H. Carl-

son, personal communication, October 23, 2019; Carlson & Slocum, 2019).

The first three characteristics (successful sports programs, athletic support, and interdepartmental rapport) are essential for establishing and maintaining a long-term marketing and development partnership with athletics. The last two characteristics (contribution visibility and stewardship) can only develop over time as funding is received and invested. All five confirmed active partnerships might not universally share every element. Namely, it is unclear that contribution visibility is a characteristic of every relationship. While some of these libraries have potentially developed their formula for long-term success without this marketing and development characteristic, any practitioner interested in establishing and maintaining their marketing and development partnership should ensure that their institution's arrangement will consist of all five to maximize their chances of long-term success.

One Last Consideration . . . Football and Basketball: Optimal Fundraising Partners

In addition to these five characteristics, there is another consideration worth examining. One theme that emerged from the partnership literature review (Denton, 2019) is football and basketball's hegemony in these marketing and development relationships. There are notable exceptions. Namely, Duke's partnership is not limited to football and basketball alone, but includes baseball, lacrosse, and soccer (Duke Sports Information, 2011; T. Hadzor, personal communication, October 24, 2019). In addition to football and basketball, the Intel Scores for Scholars partnership at the University of New Mexico also raised money for the libraries whenever the women's volleyball team scored points at their home games (Gilbert, 2000).

Nevertheless, references to development initiatives including other sports besides football and basketball are few and far between. The literature makes it clear that these partnerships were primarily made possible by football and basketball programs. This prevalence ranges from specific initiatives established exclusively with these sports to football and basketball programs either providing the lion's share of their respective athletics departments' proceeds or assuming the most visible role in fundraising and marketing efforts for the library.

Partnerships in which football or basketball features prominently in the literature include California State University, Fresno (Gilbert, 2000; Rockman, 2001; Rockman, 2002); Duke University (Dilworth & Henzl, 2017); the University of Georgia (Gilbert, 2000); Indiana University (Dewey, 2006; Neal, 1997); Louisiana State University (Davis, 1999; Neal, 1997); the University of Louisville (Dewey, 2006; Gilbert, 2000); the University of Michigan (Neal, 1997); the University of New Mexico (Gilbert, 2000); the University of North Carolina, Chapel Hill (Gilbert, 2000); North Carolina State University (Cuillier & Stoffle, 2011); Ohio State University (Cuillier & Stoffle, 2011); Penn State University (Dewey, 2006; Gilbert, 2000; Neal, 1997); Texas A&M University (Gilbert, 2000; Marshall, 1996; Neal, 1997); and Texas Tech University (Dewey, 2006).

This pattern prompted the interview question number seven: "When applicable: Why did your libraries only secure a partnership with your institution's football or basketball programs? Has this partnership remained limited to that/those program(s), or has it expanded to include other sports programs? Why is this the case?" Carlson suggests that football's popularity, particularly in the Southern United States, and the kind of revenue it generates helps explain why the partnership at Texas A&M was established solely with the Aggies football program and remains the only sport that the libraries have partnered with (personal communication, October 23, 2019). While Oklahoma's relationship involves the entire athletics department, Luce observed that football and basketball programs are generally the revenue generators in American higher education while other sports are loss leaders. He elaborated that "those higher visibility programs—because they generate positive revenue—they're also easier to work things with. They have the bigger support base, higher-visibility, et cetera" (personal communication, October 25, 2019).

Duke University's partnership stands apart because proceeds donated to the libraries are generated by several sports, not just football and basketball. Nevertheless, the basketball program's relationship with Duke's libraries has prompted the most publicity. Hadzor argues that this is due solely to the

fact that basketball is the sport that Duke is best-known for (personal communication, October 24, 2019).

The prevalence of football and basketball in these documented marketing and development partnerships ultimately reflects the reality that these programs are the most popular college sports in the United States. Thus, any academic library interested in establishing a marketing and development partnership with their athletics department should collaborate and work closely with those who enjoy the most influence: the football and basketball coaching staff.

CONCLUSION

The original purpose of this study's research was to produce a comprehensive analysis of the current state of every marketing and development arrangement documented in the partnership literature review (Denton, 2019). With a 40 percent participation rate, this objective was unattainable. Nevertheless, the information provided by eight of these academic libraries offers invaluable insights into the evolving nature of these partnerships over time. In addition to contributing to this neglected niche of library and information science literature, this study equips librarians with practical applications for establishing their long-term marketing and development partnership.

Are these relationships transient arrangements or active and ongoing partnerships? The answer ultimately varies by institution. The partnerships at Duke University, North Carolina State University, the University of Oklahoma, Penn State University, and Texas A&M University were reported active. In contrast, the partnerships at Clemson University, Louisiana State University, and the University of Louisville were declared inactive. These relationships range from decades-long commitments to "one and done" arrangements (S. J. Wilder, personal communication, October 14, 2019). Furthermore, recent efforts to re-establish a development partnership at Clemson indicate that the status of these relationships are not rigidly set but can change with new developments.

Every relationship is based on the partnering units' local circumstances and considerations and the institution they support. There is no quintessential template for long-term success in terms of institutional demographics, specific terms and conditions, or appropriation of funding. All partnerships are local. Thus, practitioners interested in establishing a long-term marketing and development partnership must conscientiously consider the needs of their library, athletics department, and institution. To this end, library administration and faculty should collaborate and work closely with their football and basketball coaching staff.

Lastly, academic libraries should ensure that their institution's arrangement will consist of the five characteristics identified above (successful sports programs, athletic support, interdepartmental rapport, contribution visibility, and stewardship) to maximize the chances for long-term success.

Dean Emeritus Luce (Oklahoma) believes that academic libraries should seriously consider forging innovative collaborations with other institutional departments for library development and visibility. For libraries at universities that have profitable athletic departments, he suggests that athletics "can be a really interesting lever. They can open up doors that we might not be able to open otherwise" (personal communication, October 25, 2019). Indeed, the long-term partnerships at Duke University, North Carolina State University, the University of Oklahoma, Penn State University, and Texas A&M University attest to academic libraries' potential to team up with athletics for fundraising success.

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