

發揮影響力：對內及對外運籌行銷您的圖書館

Making an Impact: Marketing Your Library Within and Outside the Institution

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Until the mid-1960s, most academic libraries could consider themselves, as the ‘heart of the university,’ an island not only of tranquility, but also of expertise that was found nowhere else in the university. Alone among its colleagues in academia, the library collected, organized and made available the repository of knowledge of humanity, or that part of it suited to the requirements of each college or university as a locus of teaching and research. With the possible of exception of unofficial departmental or seminar reading rooms, no one else on campus collected the literature, cataloged it, lent and borrowed books on interlibrary loan, and operated large reading rooms and other public service facilities such as periodicals room, government documents departments, or special collections and manuscripts divisions. While the faculty could argue then and now about what is acquired for the collection, librarians were alone as performers of these often-arcane tasks. As such, if anyone else on campus were to embark on a library-like activity, they often came to the library for advice, and frequently used standards and procedures developed by the library.

In the past thirty years, two of our most significant current functions have come into being, and in both cases, they imitate or duplicate what is done elsewhere on campus, rather than being unique to the library. These functions are systems/automation, and development/fundraising. In both cases someone else - some other unit - considers him- or herself the expert, and the library must mold its plans, actions, and often policies to fit university standards. Libraries began to use computers in the 1960s and ‘70s, and tended to be the first unit on campus to use the computer for non-quantitative purposes. With the passage of time, the lead once held by libraries in information technology has disappeared; the trend is for universities to have a chief information officer, one of whose tasks is to ensure that standards are in place for the use of computers throughout the institution.

Now, instead of possessing just one set of knowledges and skills defined by a century of experience within a library environment, librarians must explain why the library application of information technology is different enough to warrant separate treatment, and what issues are of concern to the library and to no other department of the university.

What is marketing?

When we talk about marketing – marketing our libraries, marketing ourselves – what exactly do we mean?

The definition has been put rather succinctly here: ‘In today's economic climate, with costs rising and profits dwindling, it has become especially challenging for many organizations to turn a profit. Competition in the marketplace is increasing the demand for information, while the budgets for information centers are decreasing. The library and information sectors have to escalate their fight for every budget dollar, and some struggle to justify their very existence’.¹

Libraries and information centers of all types and sizes are faced with the need to market. A recent article offers ten reasons why to focus on marketing.

1. **Competition for customers** - Libraries are part of a highly competitive service industry. Free web access to information is here to stay, and non-library and fee access information providers won't hesitate to market to library customers.
2. **Competition for resources** - Libraries of all types have to compete with other organizations or departments for funds. Marketing library services benefits the bottom line.
3. **Maintain your relevance** - Libraries need to market themselves to remain connected with their communities and have some bearing on real-world issues and present-day events.
4. **Stop being taken for granted** - Libraries need to convey what is unique about the access and services they provide. Both customers and librarians cannot assume that libraries will always be available.

¹ <http://www.infotoday.com/mls/default.shtml>, September 23, 2007

5. **Promote an updated image** - Librarians are often not perceived as well-trained, technologically-savvy information experts. Some users do not comprehend the demanding information management responsibilities of a librarian.
6. **Visibility** - Librarians need to be visible to many people who think of themselves as information-literate.
7. **Valuable community resource** - Libraries are and should be viewed as essential and valuable community resources.
8. **Rising expectations** - Library users expect recognition, attention, and appreciation for their individual information needs. Marketing helps to create an environment in libraries that fosters customer consciousness among library employees.
9. **Survival** - Libraries depend on the support of others for their existence. A library must communicate and work with its customers and with governing/funding entities to provide information about what the library is doing and to enable the library to learn about the community it serves.
10. **Beneficial to library image** - Effective marketing can among other things: increase library funds, increase usage of services, educate customers and non-customers, change perceptions, and enhance the clout and reputation of the library and its staff.²

The stereotype

Throughout the world, libraries and librarians suffer from an unfair stereotype that often leaves them struggling for funds, for attention, and for the very wherewithal to make their services properly fit the needs and wants of the very people who are, within academic institutions, the reason for the institution being in existence at all – the faculty and the students. This situation is improving markedly in the United States, where university and other institutional administrators are finally beginning to understand what libraries and librarians provide, and how it would be impossible to operate the university without them.

² Zauha, Jan, Sue Samson, and Cindy Christin. "Relevancy and Libraries in the Consumer Age." PNLQ Quarterly v66 n1 (Fall 2001) p8-14.

Often, though, elsewhere in the world, librarians still find themselves grouped among less well educated employees, rather than sitting at the table with academic deans.

For this reason, it is often difficult for the librarian to make his or her message heard clearly and loudly. When I was first a library director, at the Johns Hopkins University, I explicitly requested that I be on the Council of Deans, which met with the university president, and was fortunate enough that the open-minded administration thought that this was a reasonable idea. However, it was only three years later, when I finally received my Ph.D., that I attained the full recognition within that group of having the same academic qualifications as the deans sitting around the table. It made, and continues to make, a huge difference. Lesson number one is – to be considered as a peer with the top academic administrators on campus or within any other organization, prepare to force yourself to have the same or similar academic qualifications as they do. That means not only getting a doctorate, but also following through by publishing and remaining academically active within your field, just as they do within their respective fields.

Academic equivalence isn't the only problem, however. Sitting around the table with the council of deans, the library director will discover the uncomfortable experience of being the only – or almost the only – person at the table who doesn't bring revenues to the organization. As libraries and librarians, unless we are excellent grant seekers or are the beneficiaries of large donations by alumni and parents, we are the only large academic unit on campus that spends money without bringing it in. The academic deans receive tuition from students and grants from faculty. Indeed, in some universities the central offices of the president and vice-presidents find that they must tax the schools in order to derive an operating budget for themselves. No matter how the money flows into the institution, the administration must decide how to carve out funds to support the library. If monies flow in centrally to the university, all the library director needs to do is to ensure that the administration is sympathetic to the library's needs so that the library budget maintains a high profile and a high priority within the university. If monies flow directly to the academic deans, however, then the library director has a larger job on his or her hands; the academic deans also need

to be persuaded to give up some of their funds in support of the library. With academic disciplines that are heavily library-dependent, this usually isn't very difficult. In areas such as engineering, on the other hand, where the academic dean may have little or no sympathy for library issues, the librarian has a more difficult task to accomplish.

On the positive side...

There are, as always in life, positive and negative aspects to the issue of marketing a library within a university – or within any institution.

The most important fact that a library director has to rely on is that every university **MUST** have a library. How often have you heard that 'the library is the heart of the university?' Or listened to the Thomas Carlyle quote that: 'The true university of these days is a collection of books.'? Whenever you hear these phrases, your heart leaps at the thought that someone – perhaps a university president or chancellor – is taking seriously the mission of the library. Never fear; it's only words, and words that are brought out to suit the appropriate ceremonial occasion or make a new donor feel good about his gift. It doesn't actually change the mind of the administrator or the politics of the university.

Nonetheless, it is absolutely true that you can't have a university without a library, and you cannot have an excellent university without an excellent library. Comparisons with peer institutions can be helpful in persuading your colleagues and your administration that, if they place more resources into the library's coffers, they will be doing something that will ultimately benefit the reputation and standing of the university as a whole. Bringing new faculty, and especially **GOOD** new faculty, to the university is likely to hinge at least in part on what the library's holdings in his or her field are, or if this is a totally new field, the promise of significant resources to build up a small or nonexistent collection which will later benefit the new faculty member's own scholarship. Again, before I went to Hopkins, the university hired their first anthropology faculty. There was virtually nothing in the library in support of anthropology. The university administration gave the library a sum of \$100,000 – in the 1980s a very large amount – to build up the collection. This is an excellent example of an administration that follows through on its promises. I experienced the opposite

effect later when I was the library director at Georgetown University, when a new music department was created. A prominent music faculty member was hired with the promise that funds would be made available for developing an appropriate music collection. Well, the library wasn't given the funds; we were expected to take the funds from other disciplines. You can imagine how that was greeted by librarians and faculty alike! The issue was resolved after I left the university, and I believe all is now well.

Closely related to the critical importance of the library to the university is the entire external accreditation process. In the United States, these exercises occur only once every five or ten years, under normal circumstances. Usually the university selects a theme for the self-study to focus upon; it could be, for example, graduate programs, or undergraduate education, or diversity, or any issue that appears to be of importance to the institution at that point in its life. No matter what theme is chosen, it should be possible for the library to identify a role for itself within that theme. Normally, the visiting accreditation panel is comprised of people at least one of whom will have responsibility for the library. I was on one such visiting team about twenty years ago, to a university that was doing well in most regards, but whose library was outmoded, tiny, and totally inadequate to serve the needs of its faculty and students. Even though I was the only person on the panel who was involved with the library, its condition was such that the entire panel agreed to recommend only a probationary approval of reaccreditation, with a final approval based upon the institution doing something to rectify the problems of the library. Well, it worked. A few years later I was invited to the opening of a new library!

So you can see that the simple fact of the institution needing to have a library can be a good marketing resource for you; it should be used carefully and with wisdom, but it is powerful indeed.

The role of information technology

The library's role in information technology represents another positive aspect to the marketing of the library within the institution. Growing from our punched card systems in the 1960s, to OCLC in the 1970s, to the provision of data bases to all disciplines on campus in the 1980s and 1990s, the library can and

does have a major impact on the university's ability to cope with the hugely expanding world of information that is available through the Internet.

We still have many people on our campuses who are afraid of information technologies – some of these people are even students, strangely enough. Certainly many faculty still approach computers with trepidation, although they are far fewer than they once were. But even if everyone were comfortable with laptops, PDAs, data bases, etc., chances are that these would be the data bases and information resources that are applicable only to their own fields. The analogy to books is irresistible: faculty know in depth the literature of their own fields, and much less the vast literature outside those fields. Librarians must be able to make their way through all the disciplines. Similarly, in the area of information technologies, faculty and students are familiar with the data bases and resources needed to do their own work in their own fields, but librarians must know how to juggle resources in any discipline. How often have you seen a faculty member come to a librarian for help because he or she was beginning a new project in a field that wasn't quite familiar, and the knowledge that had supported him or her in the past could no longer be relied on?

Over the years, the growth in librarians' knowledge of how to deal with information resources and information technology has become legendary. Tell someone that you're a librarian, and they will immediately assume that you know how to find and organize information – better than they can. This is a good thing: we've been telling people for decades that we are here to acquire, locate, and organize information, often with the message falling on deaf ears. Now, with information resources and technologies being so critically important to most people and most disciplines, our role as an information finders and organizers has become much more widely recognized, acknowledged, and honored.

Never overlook the importance of your library to the institution as a whole in the area of information technology. Even though the university has a computing center, that staff probably isn't aware of the kinds of resources that your faculty and students need in order to accomplish their research and education. Sometimes it's even appropriate for the library to become involved with the design and maintenance of the university's web site, for similar reasons. Wherever appropriate, and where you have staff who can fulfill your promises,

take advantage of becoming a university resource in the area of information technology.

Libraries are sacrosanct

Finally, under the ‘positives,’ is something that’s closely related to the fact that you can’t have a university without a library – libraries simply are sacrosanct. Or put in a more homely way, libraries are like motherhood and apple pie, as we would say in the United States.

At the moment, I am part-time director of my local public library. It’s a tiny building with two rooms, and our collection has 23,000 items. Much different from Johns Hopkins and Georgetown universities! A few years ago, some unidentified people broke into the library, stole a few dollars, and later either the same or other people threw rocks through library windows. The reaction of the community was gratifying but also interesting; it was more or less “how can anyone think of doing something like this to a library?” They were shocked - and responded positively.

We need to be cognizant of the fact that the institutions for which we are responsible are, despite being part of larger organizations, among the most revered and honored institutions in our society. Carrying on from tribal shamans and medicine men, we are the inheritors of a tradition that is critical for the maintenance of our society. Sometimes we need to use that fact in our marketing strategies, and to remind those for whom we work that libraries represent a tradition that should not be undercut, lest the culture at large be diminished.

It’s all well and good to talk about the positive aspects of libraries. But there are some downsides to the situation of libraries that we must recognize in the process of talking about how to market them; otherwise we will not be effective in doing so.

Lack of built-in constituency

Within a university environment, the lack of a built-in constituency is a major issue, and is closely related to the point I made earlier about funding going to the academic schools and departments, while the library only spends that money.

Usually, at least in the United States, universities conduct annual fundraising appeals by sending requests to their alumni and current parents to request funds for operating budgets. Of course, each department or school has its own alumni; these people are apparently the natural constituency of the department or school, and are therefore not accessible to the library.

What are the implications of a lack of a constituency? The most obvious issue is that there is no ready-made group of advocates for the library within the university structure. While the library is the ‘heart of the university’ and no university can operate without one, there is still only a small group of people – often an organized Friends’ group – whose first interest within the university is the library.

As I found at Georgetown, there are ways to combat this problem. Primary among them is finding groups of people who have a common bond and wish to support the university together, but who are affiliated with different disciplines. These groups could be families whose children for several generations have attended the university but who majored in very different subjects, or they could be members of a nonacademic group who have a fondness for the university but again have majored in very different subjects. At Georgetown, there is a singing group called the Chimes, whose alumni go back at least 50 years. They meet annually; they are close to each other and to the university. When it came time to consider supporting the university, they decided that the single place that they all had made use of was the library – and their gift was not only magnanimous but also provided a wonderful marketing tool for the library administration.

Second priority

That brings me to my next point – the library is everyone’s second priority. That is, the library is important to everyone, but not quite important enough to give the stimulus to be top priority. Everyone’s first priority is their own department, discipline, or whatever their primary interest is. They know that the library is important, and they would never deny it. But when push comes to shove, their own area receives their initial support and attention.

There isn't too much that one can do about this. It's human nature, and it is also quite natural. Library directors can work with departments and disciplines to raise awareness of library needs for these specific disciplines, and in that way somewhat mitigate the 'second priority' issue.

'Books aren't needed any more'

Then there is the whole issue of books versus electronic information and the impact that this view has on libraries. The California State University system, upon creating a new campus in the Monterey area a number of years ago, decided that books were obsolete, and therefore libraries were also not highly relevant. They did create a library, but it was to be entirely electronic. What happened? After a few years, they discovered that libraries had real purposes, and that books and other print materials were also still relevant. Their new library will open in 2008: let me read you a quote from their web site: 'When CSUMB was founded in 1994, the initial intent ... was to create a virtual library, full of electronic content, that students could access from anywhere. While that 1994 view of information delivery assumed that traditional information resources would disappear or significantly diminish, print publications and other physical media such as DVDs have, in fact, increased annually over the past decade. Thus, ten years later, the CSUMB Library effectively delivers both electronic information and a significant component of traditional print and multimedia from inadequate space in half of a small former military building located off the main campus quadrangle.

'Fortunately, because it didn't take long for CSUMB to determine that, particularly for students, a library is just as much about learning spaces as learning resources, construction of a new and true university library has been given high priority by the CSUMB administration, the CSU system, and the state.'³

For those administrators who respond to you with such opinions, it is useful to gather information about institutions that have attempted to fare without a print library. At least thus far, these attempts have been singularly unsuccessful,

³ <http://csumb.edu/site/x5762.xml>, September 23, 2007

and the knowledge of this lack of success should be heartening to most librarians as well as educational for university administrators.

And then there is the issue of the particular university administrator with whom you are dealing, and what his or her academic discipline is. This link between the administrator and discipline is incredibly important, and no library director should overlook the consequences of the relationship. A provost whose field is history is very likely to be sympathetic to the library; another person in the same position with a background in engineering is, as I have said earlier, more likely to prefer support of computing, or innovative services in other areas of the university, instead of what he or she might consider support for a traditional department such as the library.

Issues for libraries in internal marketing

There are several concerns that library directors need to be aware of when considering how to market the library internally within the institution, as follows:

- Depending on the nature of the organization, the library can be seen as peripheral to the basic mission and vision of the institution. The academic departments, the faculty, the students are all central, clearly, to the cause of the university. If the administrators at the helm of the institution do not have the proper understanding of what libraries are and how they are critical to the support of the university's ongoing activities, the library may enjoy less support. As they say in the theater, timing is everything. If you happen to be at an institution at a time when the top administration is ambivalent about the library, you will have a much more difficult time than your successor or predecessor, who might have been at the institution when the provost or the president were library supporters.
- Even though administration may say that the 'library is the heart of the university', it is almost never the top priority. In some institutions, where the tradition of a strong library is long, library funding and support continues unabated. In the United States, Harvard, Princeton and Yale universities are examples of such libraries. But most of us are not in the same league as these very large, wealthy and powerful universities and libraries, and the libraries in most of our institutions usually give way to

the expressed and direct needs of faculty and students in their own disciplines and departments.

- The library is often buried within the organization. Rather than reporting to the president or the provost, the library is sometimes relegated to reporting to a dean, or to the vice president for information technology. Such a reporting structure makes it extremely difficult for the library's marketing voice to be heard within the university, and especially difficult for it to be heard outside the institution, among alumni and parents. My experience has been good; in both universities where I was a director for a total of 20 years, I reported to the provost and was a member of the Council of Deans. However, it was necessary for me to fight almost constantly for this status for the library, and in one case I did say that such an organizational structure was a prerequisite to my taking the job before I accepted the job offer. Before coming to Taiwan, I took a look at the web sites of some of your universities, and was delighted to see that in many cases the library is on the home page, prominently on the university's web site, and that in many cases the library reports to the highest level of the institution. That is good indeed.
- Libraries are typically underfunded. Well, yes. That seems to be a universal problem. We are at the mercy of a publishing industry where inflation of product prices is the rule, and more often than not, we have no control over internal costs such as staff salaries, overhead, systems costs, and similar items. If our superiors don't understand why we need more resources to operate this year in the same way that we did last year, we need to put on our marketing hat and educate them to the realities of library support and related issues.

Strategies to address these issues

Many of the appropriate strategies to address these problems have already been identified, either directly or indirectly. However, let us review again some of the basic approaches that you can use for marketing the library within and outside the organization:

- Make sure that the needs of the library are brought to the attention of the top decision-maker at the institution. That person may not succeed in assisting the library immediately, but it is necessary to start somewhere; after several conversations, or even several budget cycles, unless the economic situation of the entire institution is dire indeed, the library should come forward gradually on the list of priorities. It is also useful to go to the decision-maker with a solution to the problem. For example, at Georgetown I told the provost that the library needed a budget increase of \$1 million in order to be as effective as our peer institutions. That was obviously far too large a bite for the university to swallow, so I suggested that there be an increase of \$100,000 per year over a ten-year period. That proposal was accepted by a kindly provost, and the additional sums of \$100,000 are still coming to the library, which is now much wealthier than it was just a few years ago.
- Campaign to place the library within the top administrative groups of the university, if it isn't already there. I have already discussed the importance of being at the table with the top administrators, so this needs no further embellishment.
- Gain the active support of library users. In a university, the primary users are the faculty and students, and generally the library has a faculty advisory committee. That committee should be comprised of faculty who are generally well respected, and whose voices are heard by the provost and the president or chancellor. I need to tell you another story: at Johns Hopkins, one faculty member decided that he would use his sabbatical year to campaign for improved funding for the library. He worked quietly behind the scenes most of the year, and then was able to convene a special faculty meeting. Usually about 30 faculty came to faculty meetings; at this one, 130 people came, as did the president and the provost. The faculty made their desires known regarding the library, and I walked out of that meeting with a significantly larger book budget, and a promise to investigate a new library addition. Never underestimate the power of the faculty – but I don't need to tell you that!

- Develop strategic and tactical marketing plans. Marketing plans are becoming much more obvious in academic libraries.

Among the interesting strategic plans that can be accessed on various university library web sites are those of the University of Colorado at Boulder⁴, Rutgers University⁵ and Illinois State University.⁶ These plans are interesting to contrast and compare, because they reveal the very different aspects of marketing. What I have been discussing has been ‘marketing’ at the highest level of the organization, ensuring that the top levels of the institution are aware of library needs and issues. Most of the marketing plans put together by library staff are equally valuable, but they address library marketing primarily at the level of the student, sometimes reaching out to faculty as well. The two different approaches are an obvious reflection of the level of staff activity within the institution. Neither is better or worse, but you should be aware of the difference in strategy, intent and outcome.

The Association of College and Research Libraries has made available templates and information for creating marketing plans by academic libraries⁷

- Teaching library staff to be marketers is critical to the success of the library at all levels. Creating public relations or marketing committees such as the ones that developed the strategic plans I’ve mentioned is a wonderful way of ensuring that librarians consider the external impact of their jobs and their actions. You will find that there are a few ‘natural’ marketers within the library, and that most of the staff aren’t automatically inclined in that direction. However, increasingly over the years the emphasis in academic libraries has focused on service and on working with users; formulating and implementing a marketing plan is simply an extension of the service approach that we try to instill in all our employees.

⁴ http://ucblibraries.colorado.edu/adminservices/04_05Comms_Outrch_Plan.pdf, September 17, 2007

⁵ http://www.libraries.rutgers.edu/rul/staff/marketing/docs/marketing_plan_2007.shtml, September 21, 2007

⁶ <http://www.library.ilstu.edu/assets/pdf/committees/pr-marketing-plan.pdf>, September 5, 2007

⁷ <http://ala.org/ala/pio/campaign/academicresearch/academicresearch.htm#Marketing/Promotion>, August 15, 2007

- Finally, don't whine. What do I mean by that? Sometimes it seems that librarians come across to others in the institution as perennial complainers, always saying that they don't have enough and they need more. That may well be true, but it does not help the library's case if the library's administrative staff are perceived as perpetually whining and playing the underdog. Librarians need to reach a happy medium between constantly beating on their administrators for more funds until those administrators don't want to see them any more, and being so aloof that the library's needs aren't voiced. Those needs must be voiced, but in a calm and temperate way that is sensible to the university administrator. One of the more difficult tasks for a library director is to prevent his or her advisory committee, whether faculty or external, from taking on a similar tone and constantly accosting the provost or the president with the library's needs; that doesn't help either.

The tools of the trade

There are some very simple tools, many of which I've already mentioned, that can assist in the job of marketing the library both internally and externally.

- Become indispensable to the organization. You already know that the university cannot exist without a library; now is the time to make sure that the library's users also are aware that they would not be able to perform their jobs, whether learning, teaching, or doing research, without the existence of a healthy and well-supported library.
- Develop a web site for the library that reflects the image of being indispensable. In the design of the web site, keep the users in mind, and not the librarians. Be creative with ways of helping students and faculty alike to teach and learn more readily and more easily, simply because you have brought some resources to their attention. Ensure that the web site also gives out enough information about the library that people understand that there is an organization behind the resources that they might otherwise take for granted.
- Do everything within your power to be represented on the institutional web site, on the home page if at all possible. It's amazing how many

libraries are buried deep within their university's web sites. I was pleased, in fact, as I was doing the research for this paper, to note that at least several Taiwanese university libraries are featured prominently on the home pages of their universities web sites. What you must do is to hang on to that web location, no matter what kind of redesign the university has in mind! It is a marketing tool, but it is also a reflection of the stature of the library within the institution, and as such, it is very important indeed.

- I can't repeat often enough how necessary it is to be sitting at the table where decisions and policies are made. While not always seen as a tool for achieving marketing goals, it is very much a critical part of the library's presence on campus.
- In the United States, there is a tradition of public and academic libraries having groups of friends and supporters. For the most part, these groups provide financial resources through donations to allow the libraries to acquire items that would otherwise not be within their budgetary capability, but they also form a kind of marketing arm of the library to the outside world. It isn't always easy to build such a group; as we noted earlier, the library has no built-in constituency. Many people whom you'll want to have as members of your friends' group will be challenged by other parts of the university who think that they have first priority for those people. A successful approach involves the determination that the supporter is able to decide for himself or herself what part of the institution to support, and if it happens to be the library, so be it!
- A final – but important – tool is the regular analysis and assessment of the library's needs for the organization at large. In order to accomplish this task appropriately, you must be sitting at the administrators' table, because it is only in this way (and with the social events that accompany it) that you can readily keep up with the direction of the university – what programs will be offered, what new fields will be supported, where will there now be doctorates offered? The aforementioned assessment and comparison of the library against

one's peer institutions fits in well with this tool, and in large part can be used to counter the 'whining' effect by showing the university administrators that there is logic and reasoning behind the request for additional support.

Working with top administration

There are many tactics for representing the library successfully with an institutional administration, and I have already referred to a number of these. But to summarize the important points:

- Make sure that the university administration understands and believes that you are supportive of the entire university, and not just the library (see 'whining', above and below). If you are perceived as a team player, it will accrue to the benefit of the library as you work to acquire the resources that you need in order to serve your customer base.
- If it is appropriate, try to incorporate the university's information technology infrastructure within the library organization, rather than the reverse. All kinds of models have been used, and many have been tried and abandoned. Sometimes it is simply a matter of the right person being in the right place at the right time – a librarian who has the appropriate organizational, political and technical skills is asked to step in to fill a void in the information technology organization. The differences in culture between librarianship and IT are significant, and while either can report to the other, I must admit that it is my preference that the IT organization report to the library (and not the reverse), for no other reason than the fact that the library has such a strong service element that it can pervade the entire institution to the benefit of all.
- And I must repeat – don't whine. Whining – or being perceived as whining - is the one of the worst things that can happen to any kind of organization, and we don't want that to happen to our libraries.

Gaining outside support

In addition to the institution's administrators, there are three groups of people to whom you must pay attention with your marketing efforts:

- Faculty – while we think that there couldn't be a university without a library, they believe that there couldn't be a university without faculty. Well, we are both right. The faculty are, or can be, our most important advocates and assistants in the marketing process. We usually have a faculty advisory committee, but they represent a small percent of the entire faculty, all of whom we must satisfy and help to bring their research and teaching to fruition. Librarians must communicate constantly with faculty, at all levels: at the departmental level to ensure that we know what the general direction of the department is, and at the individual level to be comfortable that we are serving each faculty member appropriately with the right size collection, well-timed interlibrary loan, class support for his or her students, etc.
- Then of course there are the students. In some ways, they take the library for granted; in others, they are the library's most important and most loyal users. IF you can gain their attention – not an easy task - you need to try to make it clear to them why you can't offer certain services; why you aren't able to have a coffee shop in the library; why there aren't enough computer workstations to serve everyone who needs access to one. The marketing done through the students can be amazingly effective, especially when the student newspaper decides that the library's failings are appropriate for an editorial.
- Alumni, parents, and nonaffiliated friends of the library and the university form the third group of people for whom a marketing strategy is important. For alumni, as they grow older and have children of their own, they tend to be more appreciative of the library and what it offers both students and faculty. Visiting with sympathetic alumni is a marketing strategy that should not be

overlooked. Similarly, parents whose children are currently in school or who have graduated successfully can also be very grateful – how many times did they receive phone calls from the library where their offspring were studying? Once again, it depends on the nature of the person, but many a parent will become a strong advocate of the library.

Using the support

Having gained the support of these three major constituencies, the library director and administration can use this support in several ways:

- As alluded to earlier, make sure that the faculty library committee is aware of library issues and problems, particularly as they relate to the teaching and research needs of the faculty and the learning needs of the students. Faculty are usually asked to report back to their departmental meetings on issues of importance to the discipline, and a flagging of library services would be something that should be of note.
- Therefore, the faculty committee should be responsible for communicating with their peers about the library – its successes, its failures, and its shortcomings.
- You should provide the faculty library committee with sufficient information to allow them to make your case for you. However, as I mentioned earlier, you should try to prevent them from whining. Again, the perception of whining by the administration runs the risk of being ignored.
- Last, but far from least, the library should provide good information for the student newspaper when they ask about the condition of the library – and even when they don't ask. In most cases, the student newspaper is a powerful political source on campus, and the marketing strategy of the library should take advantage of every opportunity to discuss the library and its issues within that forum – without whining, of course!

Involve the staff

As I mentioned earlier, the library staff also needs to be involved. They can be part of the marketing program at a different level from that of the library administration, but it is important that they remain visible to the campus community. How is this done:

- Form a marketing team. You will probably want to give them a charge of creating a marketing plan. Their existence will be critical, however; it will signal to the entire library staff – and to the administration – that the library is serious about how it wishes to position itself within the institution. You will find the most amazing people within the staff with a talent for marketing, PR, and extending the service of the library – and you will want to take advantage of their talents.
- Ask staff to visit with all the library's constituencies. In a larger library, this means the collection development librarians visiting with faculty, the reference librarians visiting with departments and students, and library administrators visiting with alumni, parents, and outside 'friends' of the library. Depending on the institution, these visits can be structured in various ways. The critical element is that the library, with its staff, is reaching out toward all the people to whom the library might be important, and underscoring that importance by learning about new objectives, emphasizing the desire to be of service, and in general ascertaining that the community of direct and indirect users feel that their needs are being taken care of.
- Mentioned before has been the development of a marketing plan for the library. This plan should incorporate short- and long-term initiatives, and should be shared with the institutional administration. If the institution cannot support the library's planning efforts, those efforts will be hampered at best and useless in the worst case. This is where it is necessary to ensure that you are working closely and comfortably with the institutional administration.

Assessment

Having undertaken all these efforts, you now have the opportunity to assess how well you've done:

- Are you sitting at the decision-maker's table? That's an easy one to determine – either you are or you aren't. Hopefully, by this point, you are!
- Do you have the ear of the top decision-maker? To whom do you report? Is it, at the very least, the top academic administrator?
- Is the library prominent on the organizational web site? That is another easy one to determine. It may not be so easy to solve, if the library is buried within the web site. But it is worth pursuing – without whining!
- Is the library's web site well designed and attractive to users and non-users? Some tests with students and people external to the university should help in determining whether it is a 'friendly' web site. Chances are that your goal is to not only make it friendly, but to also make it a critically important site in the everyday work of people on campus, so that perhaps they turn to the library's web site to be their home page – ah, that's a goal!
- Is the library playing a more effective role within the organization? If your marketing efforts have been valuable, you should be able to say that indeed it is more effective within the organization, and at the same time the institution is being more responsive to the library's needs.

If you can answer yes to these five questions eventually, then congratulations to you! I wish you all well in your pursuits, and in your marketing efforts.