has obviously heard the negative: the direct marketing of products to students or a company requiring that the institution not sell competitors’ products. There is, however, a middle ground. The key to successful sponsorships is to have clear, written statements so that the library and the donor understand exactly what will be expected of each.

The Canadian Library Association established a set of statements for sponsorship agreements, including: 1) sponsors further the library’s mission, goals, objectives and priorities, but do not drive the library’s agenda or priorities; 2) safeguard equity of access to library services and not allow sponsorship agreements to give unfair advantage to, or cause discrimination against, sectors of the community; 3) protect the principle of intellectual freedom and not permit sponsors to influence the selection of collections, or staff advice and recommendations about library materials, nor require endorsement of products or services; 4) ensure the confidentiality of user records by not selling or providing access to library records; and 5) be sensitive to the local political and social climate and select partners who will enhance the library’s image and community.

Corporations are in business, and their main goal is profit. Although some companies may donate from a philanthropic stance, others are in it to increase their market. This is where ethical dilemmas can arise, and written statements will guide the process so that the library can fulfill its mission and maintain its reputation.

Broomell can look at the different forms of donations, for example, money for the purchasing of materials or donations of goods or expertise, and see how they fit with the library’s programs. Broomell can explain to Janson why it’s important to have the sponsorship match the library’s mission. Janson’s thought that “a service provided by a corporate sponsor [is] better than no service” is false. This is where reputations that have been carefully built over the years can be lost. You do not want to have a liquor company sponsor a program of which the main constituents are minors or other such mismatch of missions.

Corporations are guided by the economy, therefore sponsorship should be considered situational or temporary and should not replace support from the parent institution. During the economic depression of the early 1990s, companies that donated computers had to cut back their donations of hardware and software, which libraries were unable to afford.

With realistic expectations, Broomell and Janson have an opportunity to create an additional form of funding, one that can benefit both the library and the corporation.

**ANALYSIS II**

**Get on Board**

By James Feagin, Director, Hagerstown Community College Library, MD

Enrollment increases are a double-edged sword. In difficult budget times, many colleges and universities look to increase tuition revenues as one way to improve the financial position of the institution. As anyone who has experienced such things knows, however, increased enrollments always lead to a series of squeezes as the campus tries to absorb more students. For some institutions, the squeezes may largely appear in dormitory or classroom space, while for others it is a range of campus services that must have additional funds to handle the greater numbers.

It is easy to sympathize with Broomell’s belief that increased enrollments ought not to mean budget cuts for the library. However, the administration will likely not consider the library a part of the college that has a clear per capita cost in the way that academic programs and student services do. It is hardly unreasonable for Janson to suggest that alternative funding sources be explored. He is also perfectly correct that grant funding is not the best answer in this situation. General operating funds must be allocated on a continuing basis, for which grants are not usually intended.

The first problem to be addressed is how the situation is to be viewed by all involved. Broomell should start by abandoning the gloom-and-doom attitude, and his astounding naiveté. Janson has clearly decided on a general course of action, and Broomell is going to need the support of his entire staff.

It is a rare individual donor whose personal opinions or activities have a significant impact on an institution’s willingness to accept a gift. More commonly, an institution will consider the purpose of the funding and the donor’s desire for involvement before accepting unsolicited gifts. With solicited gifts, the purpose and an acceptable level of involvement are already known before potential donors are approached.

Additionally, many colleges and universities already have buildings, equipment, or grants that are funded by corporations and which may well bear the corporations’ name. Should the local Dunkin’ Donuts wish to donate funds to support one or more subscriptions to food science journals, would this not appear to be a natural synergy? Such donations, though small, show that local businesses see the college as an important part of the community. Moore is not wrong to worry about the ethics of soliciting funding from businesses, but she could take on the role of working closely with the development office to make sure that ethical concerns are addressed if they are not already covered in the standard procedures used by the office.

Immediate steps must be taken to ensure the effective operation of areas that will be subject to cuts. Both Broomell and Moore should look carefully at their budget to be sure that top priorities are fully funded. They will need to work with all library staff to determine how best to apply the cuts. Lesser priorities could be appropriate areas for which to solicit funding, and the two administrators must work closely with the development office in deciding which local businesses to approach. Liaison librarians could also be delegated to work with faculty in academic areas with obvious career potential. Some programs might usefully develop partnerships with local businesses to offer financial support for library resources in these areas.