

Growing Organizational Marketing, Publicity, and Outreach Strategies with Intention

Elizabeth Fowler

University of New Hampshire

elizabeth.fowler@unh.edu

Wendy G. Pothier

University of New Hampshire

wendy.pothier@unh.edu

Donald Dow

University of New Hampshire

donald.dow@unh.edu

Abstract: Marketing is a necessary function of academic libraries but is frequently deprioritized in library job descriptions and organizational structures. This article serves as a case study of how one library worked to formalize marketing efforts by moving from ad hoc committee-based work to structured positions guided by an organizational marketing plan. Sharing examples over time to show the impact of marketing efforts, the authors detail the process of creating an outline for a marketing plan, as well as new initiatives that developed through the process.

Keywords: library outreach; marketing academic libraries; marketing plans; social media; marketing strategies

Introduction

The University of New Hampshire (UNH) Library is on the flagship campus in Durham, New Hampshire. The library includes the main Dimond Library, three science branch libraries, and a storage facility. It serves a predominantly white campus of approximately 11,000 undergraduate students and 2,500 graduate students. The UNH Library employs about 50 student workers and 45 full-time workers, including 30 staff, 12 faculty librarians, an assistant dean, an associate dean, and a dean.

In 2021, the library shifted its organizational structure from a traditional top-down hierarchy into a program-based matrix model to provide increased flexibility and collaboration across traditionally siloed function areas. During this time, the library took the opportunity to place a new emphasis on the role of marketing and communications within the organization. This organizational model created a new program to centralize, formalize, and streamline the marketing, communication, and outreach work that employees across the library were doing. Prior to this structural change, marketing initiatives were ad hoc efforts by employees who had no formal training, experience, or expertise in marketing. Despite this, the library made strong efforts, especially related to library-sponsored and special events, but the lack of formalized and intentional planning limited their effectiveness.

The communication and outreach program's creation marked the first time that marketing duties were formally added to employee position descriptions. Through this formal program the UNH Library developed its first marketing plan, implemented a new targeted social media strategy, and created a library orientation initiative to engage first-year students more intentionally. Soon after, a communication manager position was created to provide leadership and strategic vision to the program.

This article outlines the shift in organizational priorities for marketing, publicity, and outreach within the UNH Library. The authors discuss the foundational work done by library personnel to build a program following almost twenty years of ad hoc committees. They share opportunities presented through a shift in organizational structure, such as the creation of a formal marketing plan and examples of how the change in direction has affected the organization. To provide context as a case study model for other libraries seeking to intentionally implement new marketing strategies, they provide detailed examples of prior and current initiatives, including the process of creating a marketing plan.

Literature Review

Foundationally, library marketing and promotion has roots at least as far back as 1876 when Samuel Green discussed librarians interacting with patrons to remind them of the library's importance (Green, 1876). Although the

importance of marketing in libraries has long been acknowledged, few libraries today, including academic libraries, dedicate full positions to marketing efforts. A study by the Association of College and Research Libraries in 2004 found that 92.5% of the respondents said that public relations and marketing were important or very important to fulfilling their mission, yet 96.4% said that their libraries dedicated only 10 hours a week or less to marketing efforts. Furthermore, only 21.8% of respondents indicated marketing and public relations were included in position descriptions (Lindsay, 2004).

A survey by Polger and Okamoto included questions about the percentage of time spent on marketing and promotion. The largest group (34.7%) indicated they spend 10–20% of their time on marketing efforts. Some respondents also indicated that marketing, promotion, and communication duties were added to their workloads after they were hired (Polger & Okamoto, 2013). A national analysis of job postings found that 129 (37%) included marketing-related duties, but only six of these positions were predominantly dedicated to marketing (McClelland, 2014). In a 2023 library and information science skills analysis, the job category of marketing/communications did not correspond to any professional skill themes (Zhang & Chen, 2023).

Regardless of how marketing and communication roles are defined, academic libraries must promote themselves. Beyond competitors from outside the university, such as search engines, libraries vie for usage, funding,

and general resources with other campus offices. User engagement and promotion of services have become increasingly necessary. Outreach, promotion, instruction, embedded librarians, branding, publicity, public relations, advertising, and liaisons are some of the ways that libraries describe their marketing strategies and efforts (Germano, 2010). Though these descriptions are not always functionally interchangeable, sometimes the terms are used interchangeably, which may lead to confusion in roles and direction within an organization. Further, library workers cannot assume that students and other library users are aware of all that the library offers without active promotion (Dempsey, 2009; Polger & Okamoto, 2013; Iwu-James et al., 2020).

Marketing and promotion efforts in academic libraries utilize various models. Sometimes, the work is done by a team, a part-time individual, or a full-time individual. Often, those teams are populated with ad hoc membership based on interest or need rather than skills or training. There are examples of personnel who do marketing by necessity for a one-time effort due to staffing shortages or other short-term needs, only to be stuck in a marketing-type role from then on (Dempsey, 2009). Despite that, practices continually point to having an assigned position to lead the marketing in an academic library and incorporating students into the work (Harrison et al., 2017).

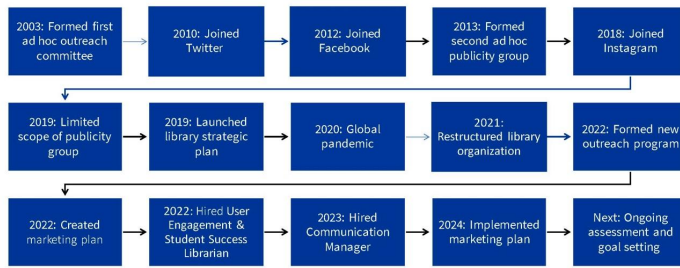
Modern academic libraries have increased their emphasis on marketing but struggle in their efforts, particularly in using social media marketing. (Cheng et al., 2020). To be most effective, libraries must be familiar with the visions of the communities they support. Relying on their own best thinking is not enough (Pantry, 2009). “True marketing is a process of asking people what they want, then creating and delivering it, then asking people how well you did” (Dempsey, 2009). A critical aspect of marketing is market research, to more fully understand library users and their needs. Market research, even small survey efforts, can lead to increased library usage and the development of services (Harlow & Hill, 2020). A marketing plan must be connected to the library’s mission and vision statements and its strategic plan, which all provide a bigger-picture view of its goals. (Lucas-Alfieri, 2015; Duke & Tucker, 2007; Jones & Harvey, 2019). By approaching marketing efforts with foundations in research and organizational missions, libraries can continue to strategically develop services for their users.

Organizational Structure for Marketing, Publicity, and Outreach

Figure 1

Chronological description of marketing, publicity, and outreach efforts at UNH Library from 2003-2024

Timeline: marketing, publicity, & outreach



For more than fifteen years, the UNH Library’s marketing, outreach, and publicity efforts were folded together and supported by ad hoc committees (See Figure 1). None of the members of early iterations of the library’s publicity groups had marketing, outreach, or publicity as part of their job descriptions. The group’s membership included administrators of library social media accounts, the library’s web developer, the museum curator, and administrative assistants from the library dean’s office. Committee members took photos, posted them to social media, created content for signage and other related tasks, in addition to completing their primary job functions.

Early initiatives included hosting a cookie break during the final exam period, overseeing a display case in the university’s student union, exhibiting artwork, and establishing an exhibit policy. In 2010, social media marketing was added to the ad hoc work when the library joined Twitter, followed by Facebook in 2012. Initially, Twitter was simply automated reposting of updates from the library’s news feed related to new resources, technology, and job postings, but the library sought to engage users more proactively over time. Through regular

review of statistics, it was clear that much of the engagement on Twitter and Facebook was not from UNH students but rather from former library employees, colleagues around the university, and UNH alumni/ae. After adding Instagram to the portfolio in 2018, UNH students became more engaged with the library's social media efforts. In the spring of 2018, the library also started a bathroom newsletter, the News Flush (See Figure 2). The bathroom newsletter was an opportunity to share events and services with people who were physically in the library.

Early in 2019, leadership of the library's publicity group was transferred from the Assistant Dean to the Associate Dean, who recognized a need to focus efforts. The decision was made to concentrate on the bathroom newsletters and social media – Twitter, Facebook, and Instagram.

The pandemic and the shift to virtual learning for the remainder of the 2020 spring semester further underscored the decision to focus on social media. Virtual service points were more important than ever and promoting them effectively became a top priority of the team. Outreach efforts were formally incorporated into position descriptions, which helped create clarity for the library organization about how to publicize services and who to contact to get support for publishing content.

In 2021, the library launched a team-based organizational structure of thirteen programs, including a communication and outreach program. This

team brought together everyone who had been involved in marketing, outreach, and publicity and added the work to their official position descriptions. This intentional shift in the organization created a pathway to developing a formalized marketing plan to guide the library's efforts.

Figure 2

Example of 2022 UNH Library News Flush



Creating a Marketing Plan

While the UNH Library made strides in advancing its marketing efforts over time, they still lacked cohesion in marketing strategies. This was especially evident in how the library measured, assessed, and made decisions using targets like impact, engagement, and other metrics. Additionally, the

library wanted to consider its position more fully within the university's overall marketing efforts, understand library user populations, support library personnel with needed tools and time, and formalize goals and strategies. While no pressure existed from outside the library organization to create a marketing plan, centralized marketing and branding guidance from campus and increased social media engagement from other academic units at UNH helped inspire and motivate the library to seek a more strategic and focused direction.

With launching a new organizational structure and gaining momentum in marketing efforts, the library administration designated a small group to undertake developing a library-specific marketing plan. The group was made up of library faculty and staff who had experience in several areas of marketing, including social media, publicity, and market research. The group was tasked with developing the initial marketing plan in two phases. The associate dean joined for phase two to enable decision-making and implementation more seamlessly. Over the development year, the group shared reports with library colleagues for transparency and feedback. Overarchingly, the goal of the marketing plan was to create a shared understanding of marketing efforts within the organization, set priorities, and create specific assessment strategies and timelines for evaluation. The initial

marketing plan would provide guidance to begin an ongoing and iterative approach to an organizational strategy.

Marketing Plan: Phase One

Conducted in fall 2021, Phase One sought to establish an understanding of the best practices and challenges that face academic libraries and to survey the landscape specific to the UNH library. The group approached this work by conducting a literature review, market research, and SWOT analysis. Market research was the backbone of Phase One and aimed to describe the overall landscape the organization is operating within. Phase One also included library user population demographic and market research into user population characteristics, with an emphasis on understanding social media engagement. Each section of phase one outlined relevant data that guided the strategic planning and goals in the report's second phase. Overall, data was collected from scholarly publications, news and industry reports, UNH institutional and library data, research databases, and other relevant sources.

The four sections of Phase One included:

- **Market Research** – This literature review focused on understanding how academic libraries have approached marketing, challenges, and best practices. Researchers investigated journal articles, blog posts, presentations, and examples from library social media platforms. The market research included a SWOT analysis. The SWOT analysis is a

business assessment strategy to articulate strengths, weaknesses, opportunities, and threats, which helped to situate the library in terms of consumers, competitors, and within the information industry.

Conducting the SWOT analysis as an early exercise in the process provided an organized and tangible perspective to begin the work and to shift the team's mindset for thinking through a marketing lens.

- **Target Market-** The group aimed to define user populations that comprise primary and secondary "markets" (user populations). This included quantifying UNH Library user populations and the characteristics of those populations. Specifically, the group sought to gather demographic information on populations from institutional data and associated library usage preferences from research articles. Through this research, the group connected demographic engagement with social media platforms and user behavior in libraries by generation. Defining a target market helped the team critically consider user populations and demographics, which served as a foundation for considering marketing strategies and channels later in the process.
- **Description of Product-** Through the process, the group defined the library "product" in the scope of what the library aims to offer users in terms of services, spaces, resources, and more. In this section, the library's mission and description of core services enabled the team to

document a focused collection of efforts through library annual reports, mission and vision statements, survey data, gate counts, circulation data, and other resources. Serving as a broad inventory of library services, this phase of work helped the team articulate the unique aspects of library work to prepare for thinking about competition.

- **Competition**– This final section considered how to differentiate the UNH Library brand from the competition and think of unique attributes. Competing attention, services, spaces, and user bandwidth for following social media accounts were points of consideration for this section, including both internal and external competition. A notable discovery of this section included considering how academic libraries face much external competition in the relationship to products, though it is often not directly from another library as a competitor. Online resources and interfaces such as Google, Google Scholar, social media, news outlets, etc., all provide spaces for users to gain quick access to information with limited barriers such as paywalls or catalog interfaces. Importantly, external competitors are not the only factor to consider.

In addition to the external competitors, institutions' leadership priority has shifted to departments within the institution with direct measurable impact on student success, competitive research, and global reputation. Libraries are therefore faced with competition within their institution with

other departments for their share of attention, appreciation, staffing resources, technology, collaboration, partnerships, opportunities, and so forth (Association of College & Research Libraries, 2010 and Cox, 2018 in Iwu-James et al, 2020).

The research in Phase One helped the library to contextualize their current marketing approaches and offered insight to develop specific goals and measurable assessments for the future based on research and best practices. Preliminary findings were shared with library colleagues through a presentation at a library-wide meeting to gather feedback before Phase Two commenced.

Marketing Plan: Phase Two

Phase Two was conducted in the spring of 2022 and focused on outcomes for actionable and measurable goals by taking the broad concepts and understanding established in Phase One through the library's decision-making process. As this was the first organization-wide marketing plan for the UNH Library, the group recommended that Phase Two be an iterative, ongoing process. This included starting with prioritizing several high-level recommendations with distinct timelines and assessments that would move the organization toward the larger goal of implementing the plan and creating cohesive communication about marketing strategies.

The four sections of Phase Two included:

- **Marketing Mission Statement** – As part of a marketing plan, organizations should establish a marketing mission statement that answers the questions of who the organization is, who they help, and how/where they help them, specifically in terms of marketing. The team worked to adapt the existing library mission statement to have a complimentary marketing mission. Ultimately, the library decided to adopt this marketing mission statement:

The UNH Library supports the academic mission of the University of New Hampshire by providing expertise, resources and services in a safe, welcoming, and respectful environment that is conducive to research and study. As New Hampshire's flagship university library, we strive to be a student focused organization reaching our users in both physical and virtual environments to enhance the undergraduate student experience.

- **Market Strategies** – In this portion of the plan development, the group examined the current marketing efforts of UNH Library to understand the range of actions and activities, the intended audiences and purposes, relevant participants, and what resources were used in that strategy. This inventory provided guidance to the organization through

categorized marketing strategies and an internal way to consider how to align marketing efforts in terms of audience, purpose, and channel.

Ultimately, this inventory allowed the team to make specific marketing channel recommendations that aligned with demographic engagement preferences.

- **Positioning and Branding**– This section of the plan was helpful to align the library with overall university branding strategies. As part of a larger organization, the recommendation to use the logo, color, font, and image preferences of the university would help strengthen the brand of the library. This effort also helped centralize documentation on how to refer to the library and how to interpret campus branding to library specific scenarios.
- **Marketing Goals: Budget and Assessment**– This final section of Phase Two focused on priority goals for the library with an associated timeline and budget. The goals were designed to be revisited on an ongoing and iterative basis. This was especially important as implementation of the marketing plan was a new initiative and represented a change in the organization. The development of ongoing and iterative marketing goals was structured within the library’s communication and outreach program. These overarching goals align with several areas of the library's strategic priorities: “grow as a flexible, creative, and inclusive

organization”, “build a practice of documenting, assessing, and communicating the library’s contributions to the University”, “cultivate sustainable practices” coupled with “make them as efficient, effective, and responsive as possible (UNH Library, 2020).”

One major outcome of the marketing plan was to internally guide the shared initiatives and priorities of library employees. As mentioned throughout the research and reiterated in the marketing mission statement, the team found it was vital for an organization to have focused marketing efforts towards the intended audience, alignment between the marketing strategies and the (virtual and physical) spaces the users inhabit, and a clear model for collecting metrics and assessing the impact of each strategy. From the literature, many academic libraries have struggled with marketing efforts and yet recognize their relative importance to achieving the organizational mission. This marketing plan established a path towards an overarching strategic implementation of a focused plan for improving library marketing efforts with measurable, incremental goals to achieve success. Additionally, the marketing plan was designed to be reviewed annually for ongoing and iterative evaluation of the incremental goals. While it set an initial foundation for strategy, the blueprint of the marketing plan was written to be flexible to support organizational growth and capacity.

Refocused Marketing, Outreach, and Publicity Initiatives

As the evolution of UNH Library marketing efforts shifted from ad hoc to intentional with the organizational restructure, position development, and strategic planning, opportunities opened to approach marketing, publicity, and outreach with renewed energy and efforts. These included an updated approach to social media marketing, a new outreach initiative for library orientation, and a focused staff position for communication and marketing.

Social Media Strategy

Adding intentionality and applying the lessons learned from the marketing plan drove a change in content strategy from traditional generic posts about library services and resources to more timely content focused on virtual engagement with audiences. With a dedicated position overseeing social media, the posting schedule increased across all platforms, from a few posts a week to daily posts and clearly defined campaigns. Social media posts included a call-to-action with relevant links for more information, which increased traffic and engagement. Campaigns for National Library Week, Money Smart Week, a campus fundraising challenge, and library finals programming were all run virtually on the library's social media platforms and saw larger engagement levels than stand-alone posts (see Figure 3). As outlined in the library's marketing strategies, data was collected for campaigns based on views, engagement, shares, and comments through internal tracking tools from Meta (Facebook and Instagram) and Twitter

Business. Social media went from being an afterthought used to document in-person events to the main avenue for all outreach promotion.

Utilizing analytic data from the three main platforms, the library determined the core audiences of each platform and tailored content and posting schedules to appeal better to those demographics, which in turn drove more engagement across platforms. Undergraduate students were using Instagram and were not as active on Facebook or Twitter. Utilizing these insights, library staff focused relevant communications for students on Instagram to greater success. One example was an Instagram post made during the first week of the semester advertising student jobs that drove more than 100 applicants to the library employment application, according to analytics. Alumni and community members were found to be the primary Facebook users, therefore staff targeted fundraising appeals and wider community events to that channel. As a result, the library exceeded its fundraising record each year during its campaign after adopting this strategy and, through link-tracking, found that most donors engaged with library social media during the challenge. Targeting social media content based on the audience's demographics increased virtual interactions and provided a bump to advertised services/events. Assessment of this analytic data was a direct result of the strategic adoption of the marketing plan and continued as an

iterative process to increase the effectiveness of virtual communication channels.

Figure 3

Example of Social Media Marketing Campaign for University Fundraising Event



New Student Orientation

For several years, the library provided introductory tours to students who participated in early campus arrival programs and held orientation sessions for first year students. However, in the summer of 2022, coinciding with the university's overhaul of its programming during the first weekend of the semester, the library revamped its orientation program for first year students.

The library used a three-part approach to new student orientation, including tours of the main library building, an introduction to online library resources, and a library docent program to help new students with printing and directional help. Years of statistics, which showed that there were many printing and directional questions at the start of the semester, demonstrated a need for the docent help. Two goals for the orientations included:

- Increase familiarity and comfort with library spaces and services
- Increase the likelihood participants would seek assistance when needed

Based on positive feedback during the docent hours and responses to a brief survey using ACRL's Project Outcome, the orientation programming was determined to be successful, which prompted its replication in the fall 2023 semester.

Creating a Library Marketing and Communication Position

As mentioned previously, managing library communications through an ad hoc group for more than fifteen years had become increasingly challenging. The process of creating a marketing plan helped UNH Library prioritize and advocate for a designated position to lead these organization-wide priorities. Importantly, the position emphasized experience in marketing and communications over library experience. The decision to frame the position this way acknowledged the difference in expertise needed to accomplish this new direction of work for the organization. As colleagues, library workers

could share perspectives on the services and collections of the library but recognized the need for specialized experience to fully operationalize goals set in the marketing plan.

The UNH Library began recruitment for the marketing and communications manager in January 2023 and filled the position in March 2023. The position description addressed the change in organizational structure and increased emphasis on marketing and communications within the UNH Library. The focus of this new role included leadership, expressed in the position description as having responsibility to coordinate the strategy for documenting and communicating library value to key constituents and strengthening the visibility of the library to key audiences. Since this position was focused on hiring a person with a skillset outside of libraries, a best practice was to provide contextual and substantive onboarding that differed from colleagues hired into other roles.

Conclusion and Future Steps

To support marketing, outreach, and publicity efforts, the UNH Library refocused ad hoc, committee-based efforts to a more formalized approach. This work was long understood to be of value, but, like many libraries, UNH Library faced hurdles to implementation through its previous strategy. Those hurdles, including lack of marketing and communications work within position descriptions, impeded progress despite sincere efforts by individuals

within the organization. With leadership acknowledging the need for direct support, including formalized positions and plans, UNH Library made iterative and measurable steps towards expanding organizational marketing efforts. Early successes included refocused social media strategies, new outreach focuses on undergraduate students, and a full-time communication and marketing-focused position. Other advantages to a refocused structure for this include shared objectives and understanding across the organization and defined leadership roles to continue the iterative and ongoing assessment and development of marketing strategies at the UNH Library.

Future directions for the library may include increasing support for the communications manager role through additional positions and assigning key staff roles to the program; ongoing evaluation of social media platforms through assessment of engagement and impact; and ongoing iterative goal setting for marketing, publicity, and outreach efforts incorporating student brand ambassadors.

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About the authors

Elizabeth Fowler (she/her) is an Assistant Professor and User Engagement & Student Success Librarian at the University of New Hampshire. Her research focuses on user experience in libraries, programming, and outreach.

Wendy Pothier (she/hers) is an Associate Professor and Business & Economics Librarian at the University of New Hampshire. Her research interests include data literacy, libraries and sustainable development, and business information literacy. Wendy currently serves as incoming chair of ALA RUSA BRASS and on the editorial board of *portal: Libraries and the Academy*.

Donald Dow (he/him) is the Information Desk Manager at the University of New Hampshire Library

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