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Case Studies in Campus and Community Outreach: The Life and Legacy of the USS Arizona Exhibit and the 75th Anniversary of the Bombing of Pearl Harbor

Trent S. Purdy

ABSTRACT

December 7, 2016 marked the 75th anniversary of the Japanese attack on Pearl Harbor and the sinking of the USS Arizona. The University of Arizona Special Collections Library holds a large archive documenting the life of the ship and her crew. To commemorate this anniversary, Special Collections curated an exhibit highlighting materials from the collection and a complete refresh of an existing digital collection that was built in the mid 1990's. This case study discusses the unique collaborations and partnerships forged by Special Collections with the University of Arizona Athletics Department, University of Arizona Creatives Service & Brand Management Department, and campus and local groups to raise awareness of the exhibit and collection to campus, local, and national communities with emphasis given to promotion via traditional and social media outlets.

Introduction

On December 7, 1941 at 7:48 am, 353 planes from the Imperial Japanese Navy Air Service engaged in a surprise attack against the United States Pacific Fleet stationed at the United States Naval Station located at Pearl Harbor, Hawaii. When the attack ceased and the smoke cleared, 2,403 Americans perished and another 1,178 were wounded. Damage occurred to all eight of the Pacific Fleet battleships during the attack, resulting in four of the ships sinking. The USS Arizona suffered the largest number of casualties that day, with 1,177 sailors and marines killed of the 1,512 crew. The very next day, President Franklin D. Roosevelt famously declared the events of December 7th to a Joint Session of Congress as "A day that will live in infamy," as the United States officially entered World War II.

To honor the legacies of those on board and to commemorate the 75th anniversary on December 7, 2016, the University of Arizona (UA) Special Collections

developed a five-month exhibition entitled *The Life and Legacy of the USS Arizona*. The exhibit was comprised of primary source materials found in the UA Special Collections' USS Arizona Collection. In addition to the exhibit, UA Special Collections planned a number of events and programming to engage the community and promote the exhibit.

Appreciating the historical significance of this anniversary, UA Special Collections engaged in unique and innovative collaborative outreach initiatives to target campus, regional, and national communities. Partnerships with the University of Arizona Libraries Marketing & Communications (UALMC) staff as well as other non-library departments on campus such as UA Athletics and UA Creative Services & Brand Management (UACSBM), broadened UA Special Collections' reach. The development and cultivation of these partnerships created opportunities which otherwise would not have existed resulting in additional programming, promotional opportunities, donations of archival materials, and an exhibit installation at the USS Arizona Memorial, part of the Pearl Harbor Visitor Center in Honolulu, further enhancing UA Special Collections connections with national cultural memory institutions.

Literature Review

Over the decades, a substantial volume of literature has been written emphasizing the necessity for academic libraries to develop outreach initiatives in order to increase campus and community awareness of institutional services and collections. In *Outreach: Why, How and Who? Academic Libraries and their Involvement in the Community*, Tina Schneider explores the nature and definition of outreach, stating that the need for outreach by academic libraries can be many and varied.¹ The author posits that academic libraries must push boundaries and move beyond their walls or traditional clientele to interact with their surrounding communities resulting in lasting mutually beneficial relationships. The impetus of outreach conducted by academic libraries is contingent on three factors: whether a need is expressed from outside the academy by the public sphere; whether the academy sees their mission as an invitation to pursue an outreach effort on their own accord; and whether outreach is based in response to a specific problem or crisis. Creative programming that transcends basic access services and involves other libraries and community groups is the best way academic libraries can fulfill the needs of campus and community groups. Beverlee French has also written substantially on the development of outreach programs examining the function of medical libraries as a community asset which assists community members in making informed decisions. Due to social forces including shrinking resources and rising costs, academic libraries were forced to function efficiently while still meeting the needs of the primary

1. Tina Schneider, "Outreach: Why, How and Who? Academic Libraries and Their Involvement in the Community," in *Outreach Services in Academic and Special Libraries*, ed. Paul Kelsey and Sigrid Kelsey (New York: Haworth Information Press, 2003), 199.

clientele.² French stresses that academic libraries engage in “fourth generation” collaborative outreach with various types of libraries and non-library agencies engaged in related activities to benefit both the user community and academic library. When this has successfully been implemented by academic libraries, collaborative outreach programs that engage units across campus have built goodwill among campus departments and established the library as an integral part of fulfilling the overall mission of the academic institution.

Over the last decade, academic libraries’ Archives and Special Collections departments have started to place greater emphasis on the development of outreach programs centered around the promotion of archival exhibits to reach the largest audience possible and to promote the archive and parent institution in a positive light. Tamar Chute examines the multifaceted parameters of outreach and identifies anniversary events as an opportunity to highlight archival collections to users. Outreach to surrounding communities is essential to raise awareness of how the Archive serves its informational mandate, which in turn, can raise support of the archival unit both externally from the general public and internally from the parent institution.³ Chute further explores the benefits of direct and indirect outreach programs developed by academic libraries. *Direct* outreach programs include activities and programs that the archivist has developed, which include exhibits. *Indirect* outreach occurs when the archivist is not actively participating in the event, such as word of mouth praise of archival service. Both are essential to promoting the archives and its services through the campus and broader community. For example, the University of California, Los Angeles utilized collaboration as a form of outreach to create diverse programming around the ALA-Smithsonian traveling exhibit *A More Perfect Union: Japanese Americans and the United States Constitution*.⁴ Here academic library staff successfully partnered with staff across academic departments, city agencies, private organizations, and local museums. This programming created new working relationships across academic departments and institutions. A number of events and lectures that appealed to both campus and community populations were extremely successful in conveying the strength of the library’s collections and services to new audiences. In a similar spirit of collaboration across academic departments, staff at the University of the Pacific Libraries partnered with the Department of Multicultural Affairs, now the Department of Intercultural Student Success, to create

2. Beverlee French, “The Fourth Generation: Research Libraries and Community Information,” in *New Horizons for Academic Libraries*, ed. Robert D. Stuart and Richard D. Johnson (New York: K.G. Saur Publishing Inc., 1979), 284.
3. Tamar G. Chute, “Perspectives on Outreach at College and University Archives,” in *College and University Archives: Readings in Theory and Practice*, ed. Christopher J. Prom and Ellen D. Swain (Chicago: Society of American Archivists, 2008), 137.
4. Eleanor Mitchell and Diane Zwemer, “Outside the Exhibit Case: An Undergraduate Library Welcomes the Community,” *The Reference Librarian* (2000): 187-201.

exhibits highlighting holdings from the library's culturally diverse collections.⁵ The partnership was successful in that it created book exhibits that were located in highly visible libraries around campus and created goodwill and cultivated relationships with campus partners while promoting diversity and inclusiveness to target populations.

A number of academic libraries have engaged in collaborative outreach with campus athletic departments that yielded successful results. The University of New Mexico (UNM) libraries partnered with UNM Athletics to create an affinity credit card which raised funding and visibility for the library.⁶ The Auburn University Libraries partnered with the Auburn football team to market library services with particular emphasis on online services at hospitality tents before home games with real time demonstration of services to interested football fans.⁷ The library's presence at the games was successful at exposing services to campus and community audiences. Texas A&M University Libraries also partnered with athletics to raise awareness of its services to campus and community audiences via an aggressive and multifaceted public relations effort that developed posters promoting library services that featured members of the Texas A&M football team.⁸ The purpose of the campaign was multifaceted—fundraising for the library, creating a vibrant image of the library, and forging strong relationships with the athletics department and other academic units across campus for the future. The University of Louisville Libraries also created a strong partnership with its football team to establish a fund raising program that taps athletics staff and alumni.⁹ Washington State University Libraries developed a programmatic marketing and development partnership with the campus athletic department to market library services, including the PROWL Program (a service developed by WSU Libraries specifically to increase student athlete academic

5. Michelle M. Maloney, "Cultivating Community, Promoting Inclusivity: Collections as Fulcrum for Targeted Outreach," *New Library World* 113, no. 5/6 (2012): 281-89, https://www.researchgate.net/publication/263748693_Cultivating_community_promoting_inclusivity_Collections_as_fulcrum_for_targeted_outreach (accessed December 10, 2016).
6. Lynn Trojahn and Linda K. Lewis, "Of Banks, Books, and Balls: The Lobo Library Credit Card," *College & Research Libraries News* 1, (January 1997): 10-11.
7. Robert H. McDonald, JoAnn Sears and Cindy Mitchell, "Footballs and URLs: Marketing Your Library and its Online Presence," *Computers in Libraries* (September 2000): 44-48, https://www.researchgate.net/publication/262329800_Footballs_and_URLs_Marketing_your_library_and_its_online_presence (accessed December 12, 2016).
8. Nancy H. Marshall, "Libraries and Athletics at Texas A&M: A Winning Team," *C&RL News* 57, no.9 (October 1996): 576-578.
9. Gail R. Gilbert, "Courting Athletics, Creating Partnerships," *Library Administration & Management* 14, no.1 (Winter 2000): 35-38.

success), at home football games via messages on the stadium videoboard and other promotional efforts.¹⁰

Case Study

For the USS Arizona's 75th anniversary exhibition, UA Special Collections actively cultivated relationships with non-library campus departments, outside museums, and community groups to create productive collaborative outreach partnerships that moved beyond the traditional campus target audience in order to reach a wider and more varied audience. The relationship between UA Special Collections and the UA Athletics was one such partnership. Whereas the aforementioned partnerships between academic libraries and athletic departments were conceived with the intent to raise funds and awareness of services provided by academic libraries, the collaboration between UA Special Collections and UA Athletics was truly a unique fourth generation partnership. The use, marketing, and dissemination of primary source materials taken directly from *The Life and Legacy of the USS Arizona* exhibit and the USS Arizona Collection expanded outreach and collaboration through unique and varied avenues. Primary source materials from UA Special Collections were incorporated into athletic uniforms and used in an installation for an exhibit at the USS Arizona Memorial part of the Pearl Harbor Visitor Center to commemorate the 75th anniversary. In addition, the development of creative programming around *The Life and Legacy of the USS Arizona* exhibit by UA Special Collections staff in tandem with UALMC staff involved collaborative outreach with non-library campus departments, like UA Athletics, and community groups. These collaborative outreach efforts resulted in viable partnerships that raised awareness of UA Special Collections through both *The Life and Legacy of the USS Arizona* exhibit and its primary source holdings related to the USS Arizona. By garnering local and national attention through various media and social media channels, UA Special Collections was able to connect with academic, athletic, military, and cultural heritage communities. As positive impact from this work continues, UA Special Collections, the Libraries, and the campus as a whole have already started to see the long-term institutional value.

History

The University of Arizona's unique connection to the USS Arizona began in 1950 with the establishment of the USS Arizona Collection (AZ 517) originally housed at the UA Student Union Memorial Center (UASUMC). One of the first major donations to the collection was one of the two original bells from the ship, which hung in the UASUMC bell tower upon its completion in 1951. The collection was comprised of

10. Lorena O'English and Sarah McCord, "Getting in on the Game: Partnering with a University Athletics Department," *Libraries and the Academy* 6, no.2 (2006) 143-153, https://www.researchgate.net/publication/236759006_Getting_in_on_the_Game_Partnering_with_a_University_Athletics_Department (accessed September 13, 2016).

archival materials donated by the Fleet Reserve Association and by members of the ship's crew or families. To promote the collection and provide public access to materials, a permanent exhibit room was established within UASUMC to display a variety of items from the collection. Over several decades, materials continued to be donated to the collection, and in the mid-1980s the collection was transferred to UA Special Collections which assumed curatorial responsibility. In 2014 the collection was reprocessed according to DACS standards and an online finding aid for the collection was made available to researchers via the Arizona Archives Online (AAO) consortium.

In the fall of 2015, an exhibit working group was formed to plan an exhibition in the UA Special Collections to commemorate the 75th anniversary of the attack on Pearl Harbor and the sinking of the USS Arizona. The group led by the exhibit curator established that *The Life and The Legacy of the USS Arizona* exhibit would be commemorative in nature, document and celebrate the 25-year life of the ship and the dynamic crew and on board community, discuss how her crew has been memorialized by various institutions over the years, and highlight the UA's connection to the ship. The exhibit would primarily be comprised of materials from the USS Arizona Collection and would feature unique one of a kind items that had never been on display to the general public. These included candid photographs taken by crewmembers; U.S. Navy commissioned photographs; and documents, correspondence and three-dimensional objects which conveyed what life was like for the typical sailor on board a U.S. battleship. A focal point of the exhibit was a video created by the library's videographer that utilized oral histories found in the USS Arizona Collection. The oral histories, created by the collection's original curator in the 1980s included a sailor who was on the ship's first crew, a sailor who served during the 1930s, and another sailor who was a crew member of the USS Pennsylvania during the attack on Pearl Harbor who recites the destruction of the USS Arizona with chilling detail.

Members of the exhibit working group were also charged with creating a companion digital exhibit hosted on the UA Special Collections website, titled *USS Arizona: That Terrible Day*. This web exhibit was a refresh of an existing digital exhibit under the same name that was created in the mid-1990s and was enhanced to coincide with the physical exhibition. This digital exhibit featured many of the items exhibited in *The Life and Legacy of the USS Arizona* exhibit, including the oral histories in their entirety so that they would be available to a global research audience.

Collaboration with Athletics

In the early stages of exhibit development and planning, the exhibit team was approached by UA Athletics External Operations (UA Athletics EO), who was also developing programming to commemorate the 75th anniversary of the attack on Pearl Harbor, to honor the men who lost their lives, and to honor veterans that

served during World War II. UA Athletics EO had learned that UA Special Collections held a large collection of primary source materials documenting the history of the battleship and her crew, but was not aware that the department was planning an exhibit as well as its own series of fall programming to commemorate the event. Both UA's Athletics and Special Collections departments agreed that this was a great opportunity for the two to collaborate and develop unique and innovative programming.

UA Athletics EO had been formulating the concept of a custom uniform to be designed by Nike, the sportswear company, for the UA football team to be worn only once by the team during the season home opener on September 17, 2016, which coincidentally happened to be against the University of Hawai'i Rainbow Warriors. During the conversations between the exhibit curator and UA Athletics EO, the idea to incorporate replicas of primary source materials selected for display in *The Life and Legacy of the USS Arizona* exhibit was proposed, with the purpose being twofold: to show the historical accuracy of the uniform's design and to promote the exhibit and related collection held at UA Special Collections and the University's connection to the ship and her crew.

Both groups were very excited about this partnership and a subgroup consisting of the curator from the exhibit planning team and design members of UA Athletics EO formed to immediately begin working on the project. Nike had a hard deadline for the production of uniforms that was only a few months away, so the subgroup met regularly once a week. The subgroup decided that the exhibit curator would be responsible for selecting primary source materials from the exhibit for possible inclusion in the uniform and for providing historical context for individual items. Final selection would be decided as a group, with historical significance, aesthetic appeal, and uniqueness of the item factoring into the decision.

Ultimately, the exhibit curator selected over thirty items with descriptions for the subcommittee to choose from. Selected materials documented the entire lifetime of the ship, with particular emphasis on primary sources that documented the ship's various athletic teams. These particular materials resonated strongly with the members of UA Athletics as they had rich graphic design properties, could provide good historical talking points for Pac-12 Network announcers during the game, as it was assumed that the general public was unaware that the battleship had competitive athletics teams.

Of the thirty items initially selected for review, the subgroup made a final selection of seven primary source elements to include in the uniform's design scheme (see fig. 1). The first was the color scheme of the uniform—red, grey, and white which mimicked the colors of the battleships' keel, hull, and upper mast structures respectively. This color scheme was derived from a scale model of the ship exhibited in the UASUMC. The second element was a replica of the medallion worn by Ester Ross at the christening and launch of the battleship on June 19, 1915, which was placed in the center of the uniform's neckline to replicate the appearance of a



Figure 1. Graphic detailing design scheme of custom football uniform worn by UA football team at home opening game against the University of Hawai'i Rainbow Warriors, September 17, 2016. This graphic was created by UA Athletics EO and details primary source materials included in *The Life and Legacy of the USS Arizona* exhibit which were incorporated into the uniform's design scheme. It was shared via UA Libraries and UA Athletics social media accounts and printed in commemorative game program.

medallion when the players were suited.¹¹ The third element was a block letter “A” that was placed on the side of the helmet. This element originally adorned the USS Arizona football team’s jersey, with inspiration drawn from a photograph of USS Arizona football team members. The fourth element was a 48-star American flag decal which was placed on the left shoulder of the uniform and was inspired by the first flag flown over the sunken USS Arizona in Pearl Harbor and donated to the

11. Ester Ross was from Prescott, Arizona and was the daughter of a pioneer Arizona family. She was 16 years old when she christened the USS Arizona at the Brooklyn Navy Yard, on June 19, 1915. Ms. Ross christened the battleship with a bottle of champagne, as was the naval tradition. As Arizona was a prohibition state at that time, she also christened the battleship with a bottle of water comprised of runoff from the recently completed Roosevelt Dam on the Salt River located outside of Phoenix, AZ. She donated these bottles along with a medal she wore at the christening (forged from a cannon from the USS Maine, which was sunk in the Havana Harbor, Havana, Cuba, February 15, 1918) to the University of Arizona on December 8, 1974. For more, see: Paul Stillwell, *Battleship Arizona: An Illustrated History* (Annapolis, Maryland: Naval Institute Press), 9-12.

collection in 1950. The fifth element was a decal of the USS Arizona bell which was placed on the back left portion of the helmet. The USS Arizona bell was donated to the collection in 1946 and the design of the decal was inspired by a photograph of the bell being prepared for installation in the Student Union Memorial Bell tower where it has hung since 1951. The sixth element was the *At 'em Arizona* decal which was placed on the bottom center portion of the helmet. The phrase *At 'em Arizona* had particular significance to the culture that existed amongst the crew on board the battleship—it was the official rally cry of the ship athletic teams, as well as the name of the ship's mascot and a daily newspaper that was printed on board ship.¹² The final element was the graphic design for the uniforms overall lettering which was taken from a USS Arizona patch emblazoned on the front of a sailor's cap.

The selection process and design of the football uniform was an amicable process charged with creativity and enthusiasm. As the content knowledge expert, the exhibit curator provided the initial selection of the primary source materials, and the subcommittee relied on his expertise for final selection of items to incorporate into the design scheme. The exhibit curator was also asked to provide input into the overall design aesthetic of the uniform including location and placement of decals on the uniform. This was a complete and pleasant surprise given the lack of uniform design experience by this member of the subcommittee. However, this provides insight into how well the two departments worked together and the mutual respect each had for one another, the project, and what this tribute would mean to the larger community.

In addition to the collaboration between UA Special Collections and the UA Athletics, the subcommittee discovered an opportunity to connect with a community group outside the University. The 47th Fighter Squadron, the first American fighter pilot squadron to respond to the Japanese attack at Pearl Harbor, happened to be based at the Davis-Monthan Air Force Base, located in Tucson, Arizona, where the University of Arizona is housed. The subcommittee reached out to the group in hopes that they could incorporate them into the programing that would honor the brave efforts of their squadron in defending America. The subcommittee contacted members of the 47th Fighter Squadron, who were excited about the programing that was being developed by the two departments and were enthusiastic about working with the subcommittee to honor the tradition of the squadron. A meeting was arranged wherein members of the subcommittee were given a tour of the squadron's base by the squadron leader who provided a rich and detailed history of the squadron, including a detailed account of their heroic response at the attack on Pearl Harbor on December 7, 1941.

12. *At 'em* was a fox terrier. USS Arizona crewmembers found him as a stray at an amusement park in Long Beach, California and smuggled him aboard ship at some point in the mid-1930s. Captain George Baum discovered the dog on a routine inspection, and taking pity upon the underfed transient, allowed him to stay on aboard ship as its mascot. *At 'em* soon became a favorite amongst the crewmembers and as a result became quite plump. For more, see Stillwell, 152-153.

Prior to the meeting, the subcommittee agreed that it would like to incorporate a design element within the football uniform that honored the 47th Fighter Squadron. This concept was proffered to the squadron leader, who was very honored and grateful that the University of Arizona wanted to pay tribute to fighter squadron and its rich history, of which the local community might not be aware. The mascot of the 47th Fighter Squadron was the “fighting termite”, designed by *Li'l Abner* artist Al Capp who gave this and other characters from the comic strip to the squadron free of charge to adorn plane nose art.¹³ The 47th fighter squadron purchased over 200 fighting termite patches and donated them to be included on the right shoulder of the football uniform design scheme. The 47th Fighter Squadron also donated a commemorative coin to the design subcommittee that was used for the football game's opening coin toss. Outreach to the 47th Fighter Squadron subcommittee created an opportunity to work with a local military group that had not previously had any formal contact with any UA Libraries departments. This outreach effort fostered a unique collaborative relationship that moved beyond the campus community and engaged a military community group that University departments had previously not engaged and created goodwill between the groups that would be revisited through other programming developed by the UA Libraries to promote programming around *The Life and Legacy of the USS Arizona* exhibit.

With the design scheme of the football uniform established, the design subcommittee began developing content that would be used to promote the home opening football game, with the commemorative football uniform as the focus of these promotional efforts. It was decided that a promotional video would be produced by UA Athletics that would outline all design elements of the uniform, with the exhibit curator responsible for providing historical context of these elements. Upon completion the video was shared via the Twitter and Facebook accounts of UA Athletics, UA Special Collections, and UA Libraries. The video garnered immediate response from social media users, receiving over 300 comments via the departments' individual Facebook accounts. These comments ranged from enthusiastic excitement about the custom uniforms to deeply personal stories that honored family members and loved ones that served in World War II. UA Athletics' Twitter post was retweeted by ESPN, resulting in the video having more than 300,000 views. Typically, posts by UA Special Collections via its various social media platforms would reach only a few thousand people, with only a small number of these posts receiving any user comments or shares. By engaging in collaborative outreach with UA Athletics, UA Special Collections was able to convey the role that cultural memory institutions play in preserving primary source materials that are essential to preserving our collective

13. Al Capp (1909-1979) was the creator and illustrator of *Li'l Abner*, which ran from 1934 to 1977. The 47th Fighter Squadron adopted the *Fighting Termite*, a character from Capp's strip, as its official mascot. Capp allowed the use of the *Fighting Termite*, along with other characters from the strip, used as nose art on the 47th Fighter Squadrons fleet of planes without trademark or copyright restrictions.

national history to a large and diverse social media audience that might not necessarily routinely follow an academic archive's social media feed.

Following the completion of the football uniform's design scheme, the subcommittee began planning programming that would take place during the home opening football game. It was decided that the programming would honor veterans of World War II, with Lauren Bruner, a crewmember of the USS Arizona that survived the Japanese Attack on Pearl Harbor, as guest of honor who would be honored during halftime ceremonies.¹⁴ The subcommittee began creating content for a commemorative program that honored the history of the USS Arizona and her crew along with World War II veterans in the Southern Arizona region. The exhibit curator was tasked with providing historical facts about the ship and her crew as well as curating archival images from *The Life and Legacy of the USS Arizona* exhibit and USS Arizona Collection to be included in the program. The program also contained a full page description of the exhibit and the USS Arizona Collection that included copy detailing UA Special Collections' mission to preserve the memory of the ship and her crew.

Prior to the home opening football game against the University of Hawai'i, a private event was held at UA Special Collections to honor Lauren Bruner and to unveil plans for a campus-wide initiative to build a new memorial, the USS Arizona Mall Memorial, in the heart of campus in honor of the USS Arizona. This private event was attended by UA administration, donors, dignitaries, and local political figures, and included a private tour of *The Life and Legacy of the USS Arizona* exhibit for Lauren Bruner and the rest in attendance conducted by the exhibit curator. A number of local and regional media outlets covered the private event with the exhibit curator and department director participating in several on-camera interviews with the media. This private event was very successful in imparting the importance and value that UA Special Collections has in fulfilling the overall mission of the academic institution to UA administration and other attendees.

The home opening football game on September 17, 2016 that pitted that UA Wildcats against the University of Hawai'i Rainbow Warriors was a rousing success. The excitement created by the custom uniform promotional video via Twitter and other social media outlets lead to local newspapers writing pieces focused specifically on the custom uniform, its significance to the history of the USS Arizona, and UA Special Collections' contributions to its design. Over 40,000 football fans attended the game, during which pre-game and halftime ceremonies honored Lauren Bruner and local World War II veterans with local and regional dignitaries and politicians including Arizona Senator John McCain in attendance to pay respects. The Pac-12

14. Lauren Bruner is one of five remaining USS Arizona crewmembers that survived the Japanese attack on Pearl Harbor on December 7, 1941. Mr. Bruner visits the University of Arizona Special Collections annually to commemorate the anniversary of the attack and to view materials from the USS Arizona Collection. He has graciously donated a variety of materials that document his time aboard the USS Arizona to the collection.

Network aired the game and featured segments throughout the game discussing the history of the USS Arizona, the attack on Pearl Harbor, and the UA's connection to the ship and her crew. The culmination of these segments was a tour of *The Life and Legacy of the USS Arizona* exhibit that aired during halftime and highlighted original primary source materials and artifacts displayed in the exhibit. Members of the exhibit committee were given complimentary all-access VIP passes to the game and attended private pre-game and halftime parties, which provided the opportunity to meet and interact with members of local veterans' groups and their families who expressed sincere appreciation for UA Special Collections contributions to honoring their memory and service.

The partnership between UA Special Collections and UA Athletics was a fine example of the fourth generation collaboration espoused by Beverlee French. The collaboration between the two departments provided a unique opportunity for distinct units with a strong campus and community presence to collaborate and create promotion of an archival exhibit that took the innovative approach of incorporating primary source materials into a football uniform. The outreach between the departments was particularly beneficial to UA Special Collections as it provided an opportunity to expose its unique primary source materials with high cultural and historical value to a large audience of sports fans, who might not have been aware of the department and its mission to preserve and make accessible to the public.

Collaboration with UA Creative Services & Brand Management and the National Park Service

Following the successful design of the football uniform, members of the exhibit implementation team and UA Athletics EO formed an additional subcommittee to immediately initiate another partnership to honor World War II veterans and promote *The Life and Legacy of the USS Arizona* exhibit. The scope of the project was to design an exhibit panel to be displayed at the Pearl Harbor Visitor Center leading to the USS Arizona Memorial housed within the Valor in the Pacific National Monument park and managed by the National Park Service (NPS), to coincide with the memorial's 75th anniversary programming ceremonies. The installation of the exhibit panel would coincide with a UA basketball game held on November 11, 2016, Veteran's Day, between the UA Men's Wildcats and Michigan State Spartans. The game was part of the annual Armed Forces Classic held in Oahu, Hawaii and aired on ESPN.

The subcommittee contacted the Director of UA Creative Services & Brand Management to solicit their involvement in the project and was met with great interest and enthusiasm. The subcommittee set regular meetings to brainstorm messaging of the exhibit panel and its overall aesthetic design. The group decided on a theme for the exhibit panel, focused on how the memory of the USS Arizona and her crew is honored at the University of Arizona and the deep and unexpected

connections the institution has with the battleship. Members of the subcommittee were responsible for drafting copy for specific themes of the exhibit panel, with the exhibit curator responsible for providing a selection of photographs and primary source materials culled from the exhibit and providing accompanying historical context for the materials. The subcommittee wanted the installation to have an element that would connect with audiences and convey the deep connection the UA has with the ship and how its memory continues to be honored at the institution. As mentioned previously, the USS Arizona Collection holds the first flag flown over the sunken USS Arizona and the subcommittee concluded that including this item within the exhibit panel installation would be effective in showing the University's deep connection to the battleship and her memory. The finished exhibit panel was titled *We Remember and Honor the USS Arizona* with the design drawing heavily from materials displayed in *The Life and Legacy of the USS Arizona* exhibit.

Once the exhibit panel was completed, it was sent to administration at the USS Arizona Memorial who reviewed it for content and overall relevance to the memorial's mission with the exhibit curator acting as liaison to the subcommittee. The administrator expressed concerns about the initial concept of the exhibit panel, feeling that it focused heavily on UA rather than the memory of the battleship and her crew. This information was taken to the Director of UA Creative Services & Brand Management who was project manager and made proper edits to the concept for final approval. The exhibit curator then made final arrangements with USS Arizona Memorial staff for the delivery and installation of the exhibit panel and US flag within an exhibit case located in the lobby of the Pearl Harbor Visitor Center.

During UA vs. Michigan State Veteran's Day basketball game, the UA basketball team wore custom commemorative uniforms that drew on the UA football uniform's design, including the placement of USS Arizona on the chest of the uniform and *At 'em Arizona* on the reverse side in place of the players' identifying last names. Segments peppered throughout the game highlighted the UA's connection to the USS Arizona and her crew, how the institution honors and preserves the memory of the ship and her crew, and highlighted the two exhibits, as well as the USS Arizona Collection at UA Special Collections. One segment featured a visit that Lauren Bruner paid to the UA basketball team and featured a photograph of him and *The Life and Legacy of the USS Arizona* exhibit curator holding the first flag flown over the sunken USS Arizona with the entire UA basketball team.

This collaboration with UA Athletics, UA Creative Services & Brand Management, and the USS Arizona Memorial provided UA Special Collections with a unique opportunity to promote an archival exhibit and its holdings to a large national audience.¹⁵ The collaboration was extremely successful in creating a moving and

15. The UA-Michigan State basketball game received a 0.7 Nielsen rating, tying for the event's third best rating. The game had an estimated 805,000 viewers. For more information, see Rachel Margolis Siegal, "ESPN's Indiana-Kansas, Armed Forces Classic Overtime Game Earns Highest Overnight Ever,"

powerful tribute to commemorate the 75th anniversary of the Japanese attack on Pearl Harbor and honor the American servicemen who lost their lives during this pivotal moment in American and world history. The contributions from UA Special Collections to this cross-departmental and cross-institutional collaboration were integral to its success and heightened awareness of the department's institutional value to campus units that traditionally have not worked together.

Community Outreach via Media Outlets

UA Special Collections collaborated with University of Arizona Libraries Marketing & Communications (UALMC) Director to engage in a number of community outreach endeavors to promote *The Life and Legacy of the USS Arizona* exhibit, including a targeted aggressive media campaign focused on local, regional, and national media outlets. With an understanding that media coverage yielded measurable results and that failure to express the important and vital function archival repositories provide to the public can lead to a lack of public support and ultimately a lack of funding, the exhibit curator worked closely with UALMC Director to schedule interviews with numerous local media outlets.¹⁶ A media statement was released announcing a preview of *The Life and Legacy of the USS Arizona* exhibit for local television and newspaper outlets to build anticipation and interest specifically amongst local constituents. The preview was scheduled for the Monday before the opening of the exhibit, with five media outlets from the Tucson and Phoenix area invited for a guided tour of the exhibit by the exhibit curator, followed by time for one-on-one interviews with members of the exhibit planning team. The preview was a resounding success with the news outlets producing stories and online segments that were available to the public within a matter of days, resulting in anticipation for the opening of the exhibit from campus and community constituents.

The aggressive promotional campaign via media outlets continued through the run of the exhibit with an expected spike of interest anticipated around the date of the 75th anniversary of the attack. The UALMC Director was the point of contact for media interested in covering the exhibit who in turn would refer them to the exhibit curator for interviews or providing content for copy. By close of the exhibit, interviews were provided to over twenty local, regional, and national media outlets, including UA Campus Media; the Phoenix newspaper, *The Arizona Republic*; CSPAN 3 which aired an in-depth interview with the exhibit curator; and media outlets in Cleveland, Denver, and New York, amongst others. The sheer number of interviews provided by the exhibit curator taxed time allotted to other duties, and this, coupled

ESPN, <http://espnmediazone.com/us/press-releases/2016/11/espn-indiana-kansas-armed-forces-classic-overtime-game-earns-highest-overnight-ever/> (accessed December 12, 2016).

16. Megan Sniffen-Marinoff, "In Print, On Air: Working with the Media," in *Advocating Archives: An Introduction to Public Relations for Archivists*, ed. Elsie Freeman Finch (Metuchen, New Jersey: Society of American Archivists and Scarecrow Press, Inc., 1994): 39.

with certain media outlets' tendencies to contact and schedule interviews on short notice resulted in a chaotic and uncertain daily work schedule. However, publicity of the exhibit was considered essential by UA Special Collections as it provided the department an opportunity to raise awareness of the exhibit and its overall activities and mission to local and national audiences.¹⁷

The inter-departmental collaboration between UA Special Collections and UALMC also took the form of providing tours of the exhibit to campus and community groups. As with media outlets, the UALMC Director was the point of contact who scheduled in-depth guided tours of the exhibit with interested groups. The exhibit curator provided in-depth tours of the exhibit to a wide and diverse range of community groups, including elementary and high school classes, active servicemen and veterans groups, and even a local Boy Scout Troop. Tours were also provided to members of the UA campus community, including classes from the UA History Department and UA School of Information, and groups including the UA Alumni Association.

Results

The collaborative outreach endeavors between UA Special Collections and non-library campus departments, outside museums, and community groups previously detailed had significant tangible results. Assessment of statistics reveal that *The Life and Legacy of the USS Arizona* exhibit had the highest number of views in UA Special Collections history, with 1,158 patrons visiting the exhibit over its five-month run (see fig. 2). December 2016 had the single highest number of patron visits for an exhibit at UA Special Collections with 474 visits, more than double that of the highest month from the previous exhibit. This noticeable statistical spike in December is due to the 75th anniversary of the Japanese attack on Pearl Harbor during that month, coupled with the increase in interest from local and national media outlets in the exhibit, that resulted in a multitude of interviews with the exhibit curator. Statistics for the companion Web exhibit *USS Arizona: That Terrible Day* followed a similar pattern, with 6,379 page views from 4,144 unique visitors over a five-month period. Like the physical exhibit, a noticeable spike of interest occurred during the December 2016 anniversary. Programming around the exhibit also experienced an increase in interest, with over 200 people attending the two events.

Collaborative outreach endeavors also yielded significant intangible results that elevated awareness in the value of UA Special Collections amongst campus and community audiences, both regionally and nationally. The collaborations with UA Athletics and UA Creative Services & Brand Management leveraged UA Special Collections as a campus unit that houses rare and unique primary source materials and staff who possess historical expertise over these materials, which was essential to

17. Ibid.

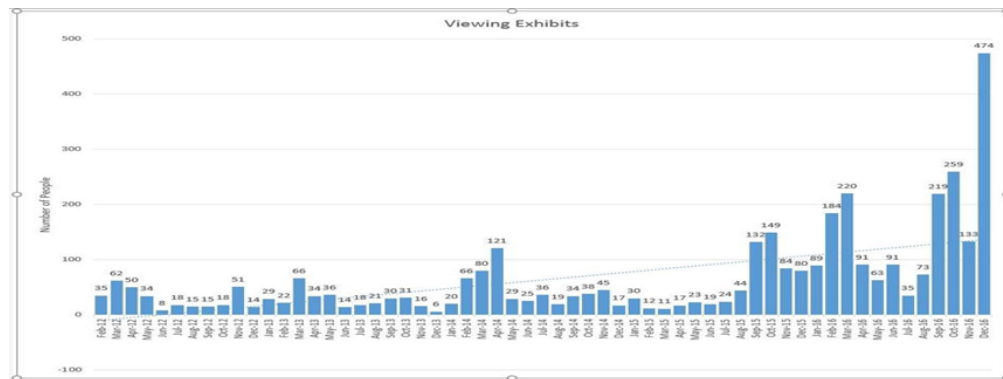


Figure 2. Graph detailing number of patrons viewing exhibits at UA Special Collections, February 2012–December 2016. *The Life and Legacy of the USS Arizona* exhibit ran from August to December 2016.

the success of the collaboration. This, coupled with the enthusiasm and collaborative spirit UA Special Collections staff brought to the collaboration, resulted in creating goodwill between three distinct and disparate campus units that traditionally had not worked together, and left the door wide open for future projects and collaborative outreach endeavors.

Perhaps most importantly, conveying the value of UA Special Collections to local populations and community groups yielded the most significant results. Programming and outreach that targeted local veterans' groups, military groups, and their families established UA Special Collections as a campus institution that was eager to reach out to these constituents who had traditionally not been targeted by the larger UA Libraries institution. This resulted in interactions with these constituents in the form of providing reference service and guided exhibit tours, which conveyed the curatorial efforts of UA Special Collections to preserve the history of the USS Arizona and her crew, and through extension US Naval history. This created goodwill between UA Special Collections and the community, which in turn led to positive word-of-mouth promotion for the exhibit and curatorial efforts of UA Special Collections. As a result, a number of donations were made to the USS Arizona Collection, including a photographic album of the ship created in the late 1920s donated by the sailor's daughter and a number of custom USS Arizona envelope covers donated by a lifelong member of a local philatelic society. These donations are of particular value, as they demonstrate the trust that patrons placed in UA Special Collections to be good stewards of valued and important historical materials that held deep family and personal connections.

Conclusion

The strong working relationships established between UA Special Collections and various entities through collaborative outreach efforts to promote *The Life and Legacy of the USS Arizona* exhibit created ongoing partnerships utilized to further promote the mission and value of UA Special Collections to wide and diverse audiences. Good relations established with local media outlets has led to coverage of new exhibits opening at UA Special Collections as well as coverage of associated programming and events. The successful collaboration with the Libraries' videographer resulted in establishing the production of a multimedia work for future exhibits, which complements exhibited materials and highlight the primary source holdings of UA Special Collections. Similarly, the strong working relationship established between UA Special Collections and UA Libraries Marketing & Communications has resulted in continuing collaborative efforts to promote the USS Arizona Collection and the UA Special Collections' dedication to preserving the history of the battleship and her crew. The two departments have collaborated to select materials from *The Life and Legacy of the USS Arizona* exhibit to display at the 2017 Tucson Festival of Books, an event that annually draws over 130,000 people. The inclusion of these materials at such a high profile event demonstrates the esteem that the larger UA Libraries institution has for the USS Arizona Collection and its value as an outreach tool, and by extension the value of UA Special Collections to the campus and community.