



## **LIBRARY AND INFORMATION SERVICES ASSOCIATION NEWSLETTER - FALL , 1999**

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### **MARTIN'S MUSINGS President, LISA**

Well, it's time for the first column since we got the "news" (if you don't know to what "news" I'm referring, it's time to come back from whatever alternate universe in which you've been living). Perhaps I should title this "How My Life Has Changed Since I Became an Unaccredited Librarian" (there - another hint about the "news" - if you still don't get it, there will be more clues later).

Has my life really changed? Yes. Since my last column, I finally had an interview for a tenure-track faculty position in the reference department of the Regis library. I say "finally" because I applied for the job in January, but due to some other staff vacancy that needed to be filled first, the search for this position was put on hold until the end of the summer. About the same time we got the news about the library school (there he goes again) I found out that I had made the cut to be a semi-finalist. Using those unaccredited ethics I learned in school, I immediately went to all members of the search committee and to the dean to tell them of COA's (another clue) decision since that might have had an impact on my candidacy.

Well, to make a long story short (too late!), I was selected to interview at Regis despite the news from ALA (another clue, for those of you who are still in the dark). Using my theoretical knowledge gained from classes to answer some tough philosophical questions and using my presentation skills honed through countless class presentations (thanks Clara!), I apparently wowed the search committee since they offered me the job a week later (and what a week that was!). So, despite the fact that I'm a degree candidate (not graduated yet) in a program which did not receive initial accreditation from the American Library Asso-

ciation (there - that's the "news" - if you still don't get it, I'm at a loss as to how to help you, my business card (once printed) will say "Martin Garnar, Reference Librarian.". Not "Unaccredited Librarian." Not Reference Boy" (though that's what my nametag says). Just good ol, "Reference Librarian."

Does this mean that everyone in the program will be able to interview at academic libraries (if they so desire) and be assured an equal shot at getting an interview and/or a job? I don't know. What I do know is that I was competing with some smart people who went to accredited programs and yet they chose me. Sure, it helped that I was a known quantity at Regis. It also didn't hurt that I was a known quantity in the Colorado library community, having presented at CLA and written book reviews for Colorado Libraries. It certainly didn't hurt that I had the academic reputation of the University of Denver standing behind my (almost completed) degree. So, to return to my original question, has my life changed since learning that ALA was not going to accredit our program this year? Yes, but not because of that decision. It changed because all of the hard work we've all done in the LISV program was enough to get the attention of the right people - the people who hired me and soon will be hiring you.

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### **THE LAST RAMBLINGS**

#### **Michelle Logan, Graduate and former President of LISA**

Clara Sitter hosted a lovely party to honor the 1999 LISV graduates on August 16. Thank you Clara. The party was lovely for two reasons. One, we were by the pool at the Sitter's condo and the weather was perfect. Two, the people at the party were many of my friends I've made over the past 3 1/2 years while getting this degree. It struck me when we were all saying good-

### Ramblings continued

bye that night that I have no reason to be seeing them all regularly anymore. I have to admit to feeling a little sad about that.

The people are what this program is about. To me, if you have good faculty, facilities and the students are successful, then you have a winning program. I've gained what I hope are life-long friends -- both students and faculty. Being involved with LISA helped build relationships. In LISA this year we tried to get students together to get to know each other.

We tried to keep you informed with the newsletter, listserv and Web site. Now I'm passing the gavel to Martin, whom I know will do a fantastic job. He is already assuming responsibilities like organizing the student presentations at CLA. Good luck next year Martin and to the rest of the newly elected Board.

I want to officially thank Roger Greer and Deb Grealy for their time and talent in advising LISA. Sadly, Deb will no longer be one of the faculty advisors for LISA. But you all know that is because she became our Interim Director in mid-August. I am very happy about that turn of events. Kim Dority has agreed to take Deb's place as faculty advisor. LISA will benefit greatly from her input, I'm sure.

No parting shot would be complete without saying thank you to my fellow LISA Board members, Martin Garnar, Stacey Nagle, Jean Heilig and Marcy Rodney. You guys have been great. Your hard work has paid off to build an even stronger student association. I'm happy to call you each a friend.

Other students were involved in LISA activities who kept the wheels of progress rolling. I want to thank Bruce Raymond for authoring the Web site and managing the listserv. Beth Wrenn-Estes for editing the newsletter. Deb Nelson helped with programs and chaired the scholarship committee. Marcy Phelps and Kay Fair volunteered for the Peer Resource Board.

Now that I'm officially gone from the student body and an alum, let me say good luck to all the students. I will keep my fingers crossed about the accreditation appeal for all our sakes.

Fondly,  
Rochelle

## Sharpen those Interviewing Skills! or GET A JOB!!

**Marcy Rodney**

Don't think your library experience amounts to much? Not sure how to make your classwork, practicum, and varied work history sound like solid experience? Worried about the "A" word (ssh! "accreditation") coming up in an interview? Put Saturday, October 23 on your calendar.

Dr. Camila Alire, Dean of the libraries at Colorado State University and chair of the LISV Advisory Committee, will be conducting a two part seminar on writing resumes and interview techniques for the job-seeking library students and graduates among us. During the first part you will learn the techniques of packaging yourself as a marketable, employable information professional, everything from how to write that resume to what to wear and how to carry yourself.

The second half will be scheduled during the winter quarter. This will be your opportunity to have mock interviews with significant players from the Colorado library community. Not only will you have the chance to partner with library decisionmakers who've conducted plenty of interviews, but you'll get feedback on how to improve. This is not just for public or academic or school or special librarians, this is for all of us.

One word of caution: Attendance at the first session is required if you would like to participate in the mock interviews. So put **October 23** on your calendar, and stay tuned to the LISA e-list for details! The second session will be on **January 29th**. Details on exactly where will be provided on the listserv.. **INTERESTED - CONTACT MARCY RODNEY BY OCTOBER 1. Marcy's email is mrodney@du.edu**

### PROPOSED FORMAT

**Session 1 -- will concentrate on tips for resume and cover letter writing tailored to specific job descriptions. Additionally, tips on preparing for an interview will be covered. YOU MUST ATTEND THIS SESSION TO PARTICIPATE IN SESSION 2.**

**Session 2 -- will concentrate on mock interviews with mock employers [real deans, directors, and/or human resource directors] from libraries around the Denver metro area. You will apply for a mock job, and an interview will be set up between you and the employer. The employers will then provide input on how you interviewed, etc.**

## CONGRATULATIONS - GRADUATES

LISV students that graduated at the summer graduation ceremony:

Mary Brown  
Margaret Combs  
Diana Dillinger  
Rebecca Dyer  
Julie Halverstadt  
Emily Hnath  
Katherine Kent  
Daniel Kutz  
Rochelle Logan  
Stacey Nagle  
Lynn Smith  
Barbara Tillmans

## LISV LAB

The LISV computer lab has a variety of software resources available to students in the LISV program. Among the resources available:

OCLC cataloging utilities  
Microsoft Frontpage Webpage creation software  
Microsoft Office  
Flatbed scanner  
Fast access to both the Internet and the Penrose library databases.

The lab is in the University College building, east of the University of Denver campus, at 2211 S. Josephine, Room 1A. The lab is on the ground floor and accessed through the rear alley entrance.

Hours for the Fall Quarter 1999:

Thursday 6:00 - 10:00 PM  
Saturday 5:00 - 10:00 PM  
Sunday 3:00 PM - 8:00 PM

## LISA-L Discussion List

Stay up to date about:  
Important developments concerning the LISV program  
LISA meetings & other gatherings  
Information about practicum opportunities  
Job listings  
Communicate with and ask questions of fellow students  
Changes in class schedules

Join LISA-L discussion list. It's easy. Subscribers include students, faculty, alumni, members of the Colorado library community & friends of DU LISV program.

## HOW TO JOIN

Web Access: <www.du.edu/lisa>www.du.edu/lisa ,click on LISA-L List  
or send an email to  
<mailto:mailserv@du.edu>mailserv@du.edu with the message SUBSCRIBE LISA-L (leave the subject area blank).

## **Practicum Opportunity: From the LISV-L list.**

For those of you who are mulling over possible practicum opportunities, Kathleen Rainwater from Gates Rubber Company has indicated she would be very interested in having practicum students at her library. This would be an especially good experience for someone interested in special libraries.

Kathleen's contact information is:  
Kathleen Rainwater  
Librarian, Gates Rubber Co.  
P.O. Box 5887  
Denver Co. 80217  
303)744-4150 fax (303)744-4745  
rainwatr@csn.net

## **THE NEWSLETTER NEEDS YOU!!!**

Do you have an interesting paper you've written in one of your LISV classes? We'd love to publish it in the newsletter.

We also welcome articles on any library or knowledge management issue. Please send all articles, letters to the editor, papers to Beth Wrenn-Estes, LISA Newsletter Editor, email - eswrennestes@macconnect.com



## SURVIVAL IN THE CYBERJUNGLE<sup>1</sup>

By Joan S. Howland

Roger F. Noreen Professor of Law and  
Director of Information and Technology  
University of Minnesota Law School

*"What a trifling difference must often determine which shall survive and which perish!"*

*Charles R. Darwin<sup>2</sup>*

Reviewing the ever burgeoning amount of professional literature which contemplates the fate of librarians in the age of technology, one wonders if the rumors are true: "Are librarians, like the dinosaurs of prehistoric times, slowly lumbering toward the tar pits?"<sup>3</sup> Some authors are blatantly pessimistic, predicting the extinction of the library profession due to the increasing accessibility of electronic information and the growing technological sophistication of the average patron.<sup>4</sup> The general consensus, however, is that after a significant, and perhaps painful, transition, librarianship will emerge as one of the most dynamic professions in the information age. The professional literature speaks not only of a revolution in the delivery of information, but also a revolution in the profession of librarianship. This latter upheaval is envisioned as a rebellion led by patron-focused, technologically expert librarians who assume new roles and responsibilities on the information superhighway. Most of this literature presumes, that in the information age, librarians will rebel against any remnants of their stereotypical image as diffident, rigid caretakers of knowledge. Armed with a commitment to superior customer service, incredible organizational skills, research expertise in both traditional and electronic tools, and sheer doggedness, these patriots of the profession will agilely outmaneuver their adversaries, including outsourcing firms and commercial information providers. Librarians are portrayed as the super heroes of the technological age, not just speeding down the information superhighway, but setting the pace for everyone else.

However, the transformation occurring in librarianship is not a revolution with librarians taking up arms and holding their ground against challengers encroaching on their traditional domain. Rather this transformation is an evolution - forces beyond the control of the profession are compelling librarians to either adapt or fade into, if not oblivion, most certainly obscurity. Factors driving this evolution include declining financial resources and technological advances characterized by "ubiquitous connectivity"<sup>5</sup> and the development by commercial entities of increasingly sophisticated end-user interfaces.<sup>6</sup>

The principles of natural selection are as relevant to the Cyberjungle, the highly competitive electronic information environment, as they were to the primeval forests. The next ten years will be a time of survival and phenomenal growth for those librarians who are attuned to the changing dynamics of the information world and who aggressively exploit the opportunities presented by technological advancements. Conversely, the coming decade will lead to the extinction of those librarians who fail to shrewdly respond to the metamorphosis occurring in the information environment and in the profession of librarianship itself.

### Natural Selection in the Library Environment

One does not have to be a proponent of Social Darwinism to accept the premise that librarians have much to learn from an evolutionary process which occurred in the animal kingdom over 190 million years ago. Lions evolved from a small group of mammals known as miacids that survived mainly on grass and insects. As the forest became more competitive with the appearance of new, often predatory species and the disappearance of many forms of flora due to climatic changes, some miacids failed to alter their behavior patterns or eating habits. Others became carnivores, which not only gave

them an additional readily available food source, but also led to their development into larger beasts with greater muscle tissue. The meat-eating miacids, which evolved into the earliest lions, were not only able to outrun their predators but also, in some cases, to become the predator rather than the prey. These lions eventually turned on the slower grass eating miacids and devoured them. Ultimately, the miacids that failed to evolve into carnivores became extinct.<sup>7</sup>

The evolution occurring in the library profession is not significantly different from the progression of the miacids. Some librarians attempt to simply adapt to the technology-driven changes in the profession rather than to radically transform themselves - these are the librarians who believe it is sufficient to merely transfer to the electronic environment their service expertise and well-honed organizational and research skills. One of the most common analogies appearing in the professional literature is the reference to librarians in the information age as "navigators" who deftly guide patrons through the murky waters of Cyberspace, in much the same manner that librarians have historically directed patrons through traditional research channels. Although comforting, this analogy is disturbingly simplistic. Many library patrons can navigate the electronic information universe, if not expertly, well enough to serve their actual or perceived needs. Information consumers, particularly in academic and corporate environments, routinely bypass librarians as they access a myriad of electronic resources from their homes or offices. There is also an assortment of other individuals, including trainers for commercial information providers, systems experts, and even bright para-professional staff, who can provide information consumers with access to and instruction in the use of the many electronic information tools. Some of these individuals, although certainly not the majority, are as skilled as librarians in the use of information resources.

Perhaps the reason the navigator metaphor is so widely accepted is that it doesn't require librarians to significantly change; some librarians may find it comforting to assume they can just continue doing what they have always done, except with new tools and with new communication technologies. However, these librarians may find themselves overtaken by the "meat eating lions" in the library world and could very likely become extinct or, at the least, left to exist crouching in the ferns. Non-evolving librarians may not only be gobbled up by more aggressive and visionary librarians, but also by "predators" from other professions skilled in information technologies. The contention that librarians have a corner on the "service mentality" is no longer a credible defense to the argument that librarians need to significantly transform themselves. This is especially true in light of the renewed emphasis on customer services in commercial environments and in graduate programs, including those involving business and technology. Astute librarians will survive by distancing themselves from the "grass eating" librarians, finding ways to evolve professionally and evade threats from competitors.

### Strategies for Survival

Survival in the professional world, as well as in the natural world, is generally a matter of self-selection. Economic constraints and emerging information technologies are two of the major forces driving the profession of librarianship as it enters the 21st Century. Those librarians who understand the relationship between these two forces, and through this understanding devise visionary survival strategies, will not only sustain their existence but radically modify and strengthen it.

Economic constraints are bringing dramatic changes to all types of library environments. Academic budgets are rarely keeping pace with the inflation in acquisitions costs. Law firm and corporate libraries are downsizing with increasing frequency. Publicly funded libraries are under fiscal attack, often fighting to preserve their very existence. At the same time, the information technologies, essential to the continued viability of the library profession, are becoming increasingly significant components of library operational and personnel budgets. These dual forces require librarians to strategize, not just as information science professionals, but also as astute managers and entre-

preneurs. To successfully compete in the information environment of the next century, librarians must shrewdly take stock of the situation and apply sophisticated financial management, marketing, and operational practices to their library environments.

Three management theories -an emphasis on core competencies, re-engineering, and value creation - have proven to be critical, and in some cases decisive, survival strategies in corporate America over the past 15 years. Although these strategies have been widely discussed in the literature of the library profession, their true relevance as techniques for strengthening the profession of librarianship in the technological age has rarely been addressed.

#### Core Competencies

Core competencies are defined as the collective learning that employees in an organization have amassed, which if harnessed effectively, can elevate the organization's success.<sup>8</sup> The basic thrust of this premise is that if an organization has identified existing or potential talents and skills, these attributes should be maximized. In their classic 1990 article published in the *Harvard Business Review*, C. K. Prahalad and Gary Hamel enumerate a three prong test that can be used to identify core competencies in an organization.<sup>9</sup> First, a core competence should afford potential access to disparate market groups. Second, a core competence should significantly contribute to the "perceived customer benefits of the end product".<sup>10</sup> Third, and perhaps most important, a core competence should be difficult for competitors to duplicate or imitate.<sup>11</sup>

Over the past decade, authors have identified the core competencies of the library profession as some variation of the following list:

- 1.a solid understanding of information resources and how to access them
- 2.the ability to deliver information in a variety of formats
- 3.the ability to evaluate the quality and credibility of information
- 4.the knowledge of the various approaches to the organization of information
- 5.the ability to identify when, how, and whether to store information
- 6.the ability to transform disparate pieces of data into strategic information.<sup>12</sup>

All of the traditional competencies listed above meet the first two prongs of the test as outlined by Prahalad and Hamel; however, these competencies are all relatively easy for competitors to duplicate or imitate, and thus, fail the third prong. For example, many commercial information providers have the ability to deliver information in a variety of formats as well as the ability to evaluate the quality and credibility of information. Corporate entities within the information industry have utilized the power of technology to organize information and provide electronic avenues for the consumers of this information to manipulate it as necessary. The ability to transform disparate pieces of data into strategic information is a skill developed in many positions in the corporate environment. Even the frequently touted proprietary domain of librarians - a solid understanding of information resources and how to access them - is no longer sacrosanct. As corporate entities strategize about which markets to tap and which products to promote, they, by necessity, acquire considerable information about the content, scope, and accessibility of the information environment. These same entities, through market research techniques, can with little difficulty glean information about when, how and whether to store certain types of information.

Occasionally one senses a hint of arrogance from librarians when there is a discussion of those competencies which fall within the traditional skills and expertise of the library profession. Librarians, while admitting that some tasks such as the organization and verification of information can indeed be performed by commercial information providers, contend that librarians can perform these tasks more cost-effectively, more comprehensively, and with more understanding of patron needs. However, it is not appropriate for librarians to make this evaluative determination - library patrons and other information consumers are the ultimate judge.

In order to survive and prosper in an evolving environment, librarians need to identify true core competencies which are marketable to existing and potential constituencies. This strategy involves far more than just building on the traditional skills listed above such as the ability to organize and provide access to information; librarians must exploit those existing core competencies which remain viable in the age of technology and, painful as it may be, discard core competencies which have relatively little remaining value or have been substantially duplicated by other professions or corporate entities. Librarians must also shrewdly develop new, unique core competencies to ensure a competitive edge.

Librarians may counter competitive forces by developing new core competencies including:

1. The ability to develop customized consultative and interpretative services addressing the specific needs of unique patrons groups
- 2.The ability to anticipate the information needs of the patrons
- 3.The objectivity to provide leadership and vision on all matters involving information, including which emerging technologies will be beneficial for research and information management<sup>13</sup>

All these proposed core competencies, which very well may give librarians the competitive advantage to survive in the Cyberjungle, require librarians to evolve by becoming more aggressive in learning about their patrons' research agendas, areas of expertise, organizational environments, and long range information needs. Similar to the much maligned shark that remains in continual motion as a survival technique, librarians can no longer be passive or merely give lip service to the concept of pro-active services. The truly excellent librarian, and the one who survives in the future, will be the one in the academic environment reading the Law School Annual Report as well as the recent curriculum study and all faculty publications. In the law firm, the librarian with an instinct to survive will solicit not just information about the firm's emerging practice profiles, client development efforts, and general economic concerns, but also about what competitive elements threaten the firm and what are the more obscure forces which may determine the future of the firm. The public and court librarians who survive will be the ones who take the initiative to explore the broad range of concerns facing their immediate constituencies, as well as the priorities of the groups these constituencies serve. Librarians who recoil from taking on these roles, which require an incredible amount of formal research, informal networking, and thoughtful reflection, with the excuse "I don't have time to do that" will find themselves losing power, status, and overall worth to the organization. The tar pits may be only a few pay checks away.

#### Reengineering

Reengineering is a business concept which has elicited considerable discussion, but has rarely been effectively implemented in library environments. More than just the redesign of functions of an organization, reengineering is "the notion of discontinuous thinking - of recognizing and breaking away from the outdated rules and fundamental assumptions that underlie operations."<sup>14</sup> Librarians cannot achieve professional survival by simply cutting costs, offering traditional services through communication technologies, automating existing processes, or even developing new core competencies. Librarians must challenge old assumptions, and, often the "old guard", shedding the traditional practices that drain resources and threaten to make librarians less competitive in the ever changing environment of the Cyberjungle.



Library processes and structures are generally outmoded and obsolete, failing to keep pace with technology, demographics, and strategic objectives. Similar to the operations of many faltering commercial entities, libraries generally organize work as a sequence of separate tasks and institute complex mechanisms to track the progress of the work flow. Processes are organized around tasks rather than outcomes, which inevitably results in inefficiency, loss of focus, and failure to reach maximum productivity. One of the library profession's greatest missteps was its failure to seize the reengineering opportunity presented in the 1970s and 1980s with the introduction of integrated online systems. Rather than carefully analyzing work flow to improve efficiency and effectiveness, libraries simply automated manual tasks. This failure to reconceive traditional operations is undoubtedly one of the primary reasons libraries have not realized significant labor costs subsequent to automation. Compounding the problem is the fact that as libraries move on to the next generation of integrated systems librarians look peripherally at rearranging work flow, but frequently fail to harness the power of the new systems to eliminate unnecessary processes, procedures, and positions.

As a survival technique in this era of declining resources, librarians need to increase productivity and lower operating costs by streamlining procedures, eliminating non-essential tasks, outsourcing tasks no longer within the core competencies of an evolving organization, and focusing on outcomes rather than processes. Although a radical and undoubtedly unpopular proposition, the competitive nature of the Cyberjungle also requires library administrators, as part of a reengineering effort, to perform brutally honest cost benefit analysis of all library expenditures. Candidates for such scrutiny are not just the easy targets like cataloging, technical support, and stack management functions, but also some of the previously inviolable entitlements like support for professional association activities.

If librarians do not take the initiative to exploit the power of the computer to challenge centuries old notions about work,<sup>15</sup> eventually traditional libraries will find that the monies needed to expand services, enhance technologies, and upgrade facilities, are being eaten up by unnecessary personnel, processing, and administrative costs. Without radical changes in attitude and approaches to operations, librarians will not be able to employ the survival techniques essential to the development of marketable core competencies because their time and resources will be absorbed by inefficient operations and non-essential tasks.

The emphasis on value creation as a survival strategy has gained considerable acceptance in corporate America in recent years. Executives and managers measure performance and the success of corporate operations using one common standard - the amount of value created for the shareholders or owners. Value creation is not just about expenditures of resources balanced against income; the principle is applied to other activities in the corporate environment including marketing, research and development, sales, training, and community service. The merit of expending corporate resources on any activity or initiative is determined by the estimated current or future value to be created. Although in annual stockholder reports, a corporation calculates its value by measuring financial reserves, property, inventory, and other tangible assets, for strategic planning purposes corporations also assess value in terms which include competence of individual employees, good will, and customer loyalty.

Value creation is one of the primary forces driving many players in the Cyberjungle including commercial information providers, outsourcing firms, and information system experts. However, librarians have been slow to incorporate this concept into their traditional operating patterns. Some library administrators tend to evaluate the merit of any potential expenditure in terms of the cost of the process balanced against predicted operational results, rather than in terms of the actual value generated. For example, many academic and public libraries expend considerable resources, including staff time, supporting the elaborate procedures connected with the collection of fines for overdue materials. Libraries rarely conduct serious cost benefit studies to determine the actual value created by such a process and whether resources could be saved by the adoption of a "no fines"

policy or, in the alternative, a "scorched earth" policy whereby any patron is charged, after only a minimal grace period, the cost of the overdue material plus administrative costs. The resources saved by eliminating the costs associated with a cumbersome fine policy could be redirected toward expanding patron services or upgrading technology.

The librarian most likely to survive in the Cyberjungle is the one who not only sees the wisdom of evaluating every process and procedure in terms of value creation, but who is also astute enough to see the importance of being an individual who actually creates value. The evolving academic librarian is the one who not only introduces a document delivery service, but one who designs a service that recovers costs and generates a profit that can be plowed back into the acquisitions budget. The astute law firm librarian is the one who anticipates and implements revenue generating research services which may be of value to clients, rather than waits for such an idea to be suggested. In addition, both of these examples would add tremendous value to an organization as part of a public relations effort. Value creation can also be accomplished by sound management practices such as getting past the philosophical arguments in regard to outsourcing, and addressing the issue as one of pure economics. Unless more value can be created by an alternative strategy, a librarian should outsource any activity that can be efficiently accomplished at the desired level of competency at a lower cost.

One of the smartest ways for librarians to create value for their institutions is to create alliances with other powerful forces in the Cyberjungle. The closer the library profession works with the leaders of the commercial information industry, the better the chance that affordable pricing structures will be put in place and that the resources produced will be the ones most useful to librarians and their constituencies. Also, especially in this time of declining budgets, librarians have every incentive to build relationships with outsourcing firms, rather than shun this fellow inhabitant of the Cyberjungle. Although many librarians are hesitant to get too close to the competition, survival in any environment often requires, if not "sleeping with the enemy", at least cautiously "drinking at the same watering hole."

#### Conclusion:

If the American journalist Lincoln Steffens was living today, he might have had the opportunity to redeem himself. After venturing into the Cyberjungle, he could have well made, perhaps with more acumen the second time around, the statement "I have seen the future and it works." However, he also may have added "...and its exciting...and its frustrating...and its empowering...and its frightening...and its frenetic...and, most emphatically, it is populated by librarians." Despite the perils of the Cyberjungle, librarians definitely will be part of the technological ecosystem of the 21st Century.

The combination of information management skills, service commitment, ability to predict potential research needs rather than just react to patron requests, and sheer intelligence will ensure that librarians not only survive, but become successful contenders for power and influence in the next century.

<sup>1</sup> The author extends her appreciation to Michael J. Hannon for his suggestion of the term "Cyberjungle," as well as for his invaluable insights and editorial assistance.

<sup>2</sup> C. Darwin and A. Wallace. *On the Tendency of Species to Form Varieties; and on the Perpetuation of Varieties and Species by Natural Means of Selection.* <sup>3</sup> *Journal of the Linnean Society* 45 (1858)

<sup>3</sup> Articles worth reading include R. Berring. *Future Librarians in Future Libraries*, edited by R.H. Bloch and C. Hesse. 116 (1995); J. Woodward, *Auto Aces or Accident Victims: Librarians on the Info Superhighway*, 26 *American Libraries* 1016 (1995); and P.Young, *Librarianship: A Changing Profession*, 124 *Daedalus* 103 (1996)

4 As early as 1978, authors were predicting the possible demise of the library profession. See F.W. Lancaster, *Wither Libraries? or, Wither Libraries*, 39 College & Research Libraries 345 (1978)

5 E. Stear. *Outsourcing: Competitive Threat or Technology Trend?* 21 Online 80 (1997)

6 id.

7 This is an extremely simplistic overview of the lion and other members of the animal group known by the Latin name Felidae. For a broader discussion see M. Edey, *The Cats of Africa* 16-19 (1968)

8 C.K. Prahalad and G. Hamel, *The Core Competence of the Corporation*, 90 Harvard Business Review 79 at 82 (1990)

9 id. at 83

10 id. at 84

11 id.

12 M. Ojala. *Core Competencies for Special Libraries*, 84 Special Libraries 230 at 231 (1993)

13 id.

14 M. Hammer. *Reengineering Work: Don't Automate, Obliterate*, 90 Harvard Business Review 104 (1990)

15 id

NOTE: This article was reprinted with permission of Mark Estes, Editor of TRENDS. TRENDS is published six times a year and serves the law library management and technology needs of the library community. More information on TRENDS can be gotten by calling 303-979-5657.

The LISA Editor used this article as a resource for work in Management of Information with Dr. Clara Sitter.

### OF IMPORTANT NOTE

The Library and Information Services Program LISV at the University of Denver's University College is pleased to announce Deborah Grealy as Interim Director. Many of you know Deborah as Reference Librarian at DU's Penrose Library. She is active in the Special Libraries Association, and also belongs to CLA, ALA, and the Association for Library and Information Science Education (ALISE), and is completing her Ph.D. in Higher Education Administration at the University of Denver, with a concentration in "The Adult Learner."

### No ALA, but Yes JOBS

Examples of positions acquired by our students and graduates. From the LISA-L list, August 1999

Suzanne Libra Genz - middle school media specialist in Adams County

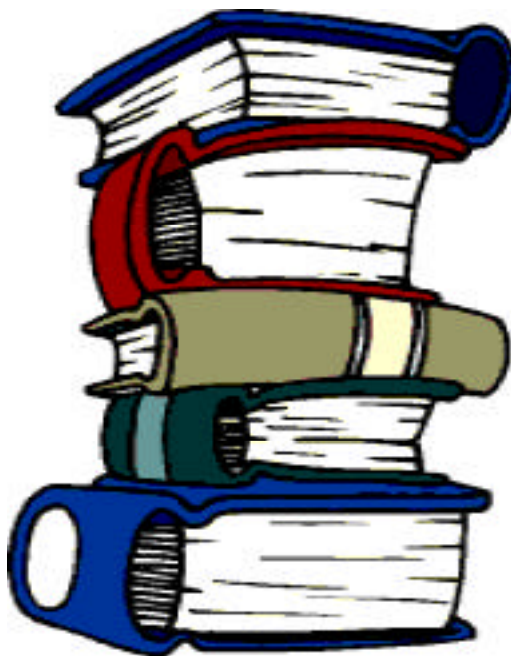
Katherine Kent - University of Colorado's Central Reference desk as a Social Sciences and Humanities Reference Librarian - part time.

Rebecca Dyer - Rochester Public Library in MN as a children's librarian

Martin Garnar - Regis College, tenure-track faculty position starting with the rank of Instructor, though that should jump to Assistant Professor when I graduate in March

Rochelle Logan - Associate Director of the Library Research Service (LRS)

Diana Dillinger - public library director in Creston, Iowa



## NEW TO LISV?

If you want to keep up with what is happening in the library world bookmark the following sites for future reference and resources.

American Library Association  
[www.ala.org](http://www.ala.org)

Special Libraries Association  
[www.sla.org](http://www.sla.org)

Colorado Library Association  
[www.CLA-web.org](http://www.CLA-web.org)

LISA - DU/University College  
[www.du.edu/lisa](http://www.du.edu/lisa)

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**Visit the LISA Web Page at  
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## Banned Books Week: “Free People Read September 25 - October 2, 1999

When books are challenged restricted, removed, or banned, and suppression exists. The author may make revisions, less for artistic reason than to avoid controversy. The editor and publisher may alter text or elect not to for economic and marketing reasons. Staff in bookstores and libraries may find published works too controversial and, fearing reprisals, will choose not purchase those materials. The fear of the consequences of censorship is as damaging as, or perhaps more damaging than, the actual censorship attempt. After all, when a published work is banned, it can usually be found elsewhere. Unexpressed ideas, unpublished works, unpurchased books are lost forever.—  
1999 Resource Guide

Banned Books Week (BBW) celebrates the freedom to choose or the freedom to express one’s opinion even if that opinion might be considered unorthodox or unpopular and stresses the importance of ensuring the availability of those unorthodox or unpopular viewpoints to all who wish to read them. After all, intellectual freedom can exist only where these two essential conditions are met. As the Intellectual Freedom Manual (ALA, 5th edition) states:“Freedom to express oneself through a chosen mode of communication becomes virtually meaningless if access to that information is not protected.”

For more information on the eighteenth annual celebration of Banned Books Week: Free People Read Freely - September 25–October 2, 1999), please contact the American Library Association/Office for Intellectual Freedom at 1-800-545-2433, ext. 4220, or [rdarden@ala.org](mailto:rdarden@ala.org).