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To my family,
Chris, Laura, Lowell,
John, and Davey,
with all my love.
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Library and information science professionals have long been accustomed to providing a wealth of job-hunting materials to patrons who have lost their jobs. In fact, we are perhaps the best source of free career guidance in our communities. However, the “great recession,” as it is being called, has brought the topic of job loss much closer to home. Government agencies—the employers of most librarians—are experiencing huge budget deficits, and corporate employers are looking at every position that might be a candidate for elimination. Of course, all LIS professionals must occasionally go through the ordeal of finding a new job and most of us have lost a job at least once during the course of our careers. However, as a profession, we have not experienced so many layoffs since the Great Depression.

ECONOMIC AND DEMOGRAPHIC PROSPECTS

In one sense, we should feel grateful that LIS has not seen a catastrophic decline like some occupations. Studies indicate that the average librarian is a woman in her 50s and many are in their 60s. Because we are in the unusual situation of having many retirees and soon-to-become retirees among our numbers, libraries continue to have openings for new graduates. More experienced librarians may be feeling nothing more than a little anxiety.

Unfortunately, that is not the case in libraries where repeated waves of budget cuts have resulted in crisis situations where drastic measures are necessary. At first, perhaps the library or its parent institution made retirement a little more attractive with modest severance packages. About that same time, new hires were frozen, substitute and temporary staff were cut, and part-time hours were reduced. As the budget crisis continued, full-time staff were forced to take unpaid leave (furloughs) and eventually every small cache of nonessential spending was exhausted. Because the current recession began in 2008, libraries may be on their second or third round of cuts. Layoffs have become more common and many LIS professionals may be experiencing reductions in benefits, hours, and salaries. Others live in a constant state of anxiety because they don’t know whether their jobs are secure and interpret every rumor as evidence that they may soon be out of work.

Job Holders and Job Seekers

This book is intended for librarians and other LIS professionals whose situations are somewhere on that continuum from job anxiety to actual job loss. It will describe effective
ways to make your job as recession-proof as possible and to prepare for whatever slings and arrows outrageous fortune (in the form of your local government, school district, university, or corporation) is sending your way. It is not at all paranoid to take precautions now even if your job is in no immediate danger. The axe has already fallen for some readers, so the book also focuses on surviving a period of unemployment both financially and emotionally while taking effective steps to make it as brief as possible.

As you have discovered, this book is quite brief and cannot answer all your questions nor provide guidance for every situation. However, our libraries are bursting with books and articles about job hunting, résumé writing, interviews, and other information needed by our patrons. Most of those sources will be relevant to your situation, but as we all know, our profession is a world of its own. This book is therefore intended to fill in some of the gaps and add the experiences of many LIS job seekers to your rapidly expanding store of knowledge.

Our libraries’ career resources are just one example of the many advantages that LIS professionals have over job applicants in other occupations. Perhaps even more useful than our career collections are our own personal research skills. These allow us to manage our finances more successfully, understand our rights, take advantage of the benefits to which we are entitled, and fully investigate the job openings we are considering. Although we are all individuals and our talents are varied, the kind of talents that attract us to LIS can also make us unusually effective job seekers.

Financial and Psychological Costs

Most LIS professionals are not accustomed to facing economic uncertainty. Ours has been a very stable profession and once we each acquired some relevant experience, we usually found it fairly easy to pursue our professional goals. Jobs, though not plentiful, were usually numerous enough to allow us the freedom to make choices, use our talents, and earn comfortable salaries. When you are not accustomed to an uncertain market, job hunting may be especially stressful. If you are not used to rejection, you may begin doubting yourself and your abilities. For this reason, it is important to know that you are not alone and that many others are going through the same painful experience. Throughout this book we’ll take time out to discuss what it feels like to be unemployed and the steps you can take to preserve your optimism and protect your own mental health. In the end, most of you will retain your existing jobs or experience only a brief period of unemployment before you find new jobs. Although painful, this can be a period of increased self-awareness and growth as LIS professionals. It is not the end of the world; in fact, in some ways it may be just the beginning.
To make any sort of reasonably accurate estimate of the number of jobs that have been lost as a result of the recession, we must first answer some difficult questions. By the time you read this book, more information will be available. As I write, however, information from professional organizations and the media is changing so rapidly that answers must be very general and tentative. Only trends are clearly apparent; precise numbers must be considered suspect.

LIBRARIES AND THE RECESSION

When the stock market began to implode in December 2007, large corporations soon began laying off employees. Special librarians were probably the first to be personally affected by the crisis. Then the mortgage defaults that precipitated the recession created a rapid drop in real estate valuations and property taxes. Owners who bought their homes when prices were high were unable to sell for the prices they paid. Banks foreclosed on mortgages, and the glut of foreclosed properties caused the value of other homes to drop even further. Local government is largely funded by property taxes, so public libraries began feeling the crunch a year or two into the crisis.

Unlike local government, state revenues are generated by income and sales taxes. In most areas, it was perhaps a year before Main Street merchants and other smaller businesses felt the tidal wave. Their profits dropped, they paid less state income tax, and fewer customers meant lower sales tax revenues. Businesses laid off employees, who in turn paid less sales and income taxes. Colleges and universities are funded in large part by state revenue. They gradually began tightening their budgets and by perhaps the third year of the economic downturn, they were forced to take more drastic steps. State budgets consist primarily of personnel expenditures. First hiring was frozen and then staffing cuts became widespread.

Budget Cuts

The well-known subscription database vendor EBSCO surveyed libraries in February 2010 asking how current economic conditions were affecting them. The majority of
those responding were academic and special libraries, but public and other library types were represented as well. Most of the individuals responding to the survey were library directors or in senior library management. Eighty-three percent reported either budget cuts or no budget growth that year. Eighty-five percent of the respondents expected additional budget cuts or flat budgets for the following year. Sixty-three percent of the respondents said that they would not fill positions that were vacant due to resignations and retirements. Fifty-seven percent said that a freeze was in place on rehires, 37 percent said they had actually eliminated positions, and 53 percent had reassigned or downgraded positions to paraprofessional or clerical status. In addition, library administrators were finding other ways to reduce staff costs, like cutting part-time hours and requiring staff to take unpaid leave.1

In other surveys, almost all schools reported a decrease in funding for information resources in 2009 and fewer school libraries served more students. Public libraries were serving more users and providing more services with lower budgets.

Although Wall Street began recovering quite rapidly, economists expect the job market to remain depressed for several years, and it is only after new corporate and small business hires have a chance to earn money and pay taxes, that the good news will find its way to most libraries. It can be safely assumed that only some of the positions eliminated during the crisis will ever be reinstated. Library needs are changing rapidly and new positions will gradually be created to meet these needs. However, for the next several years, job openings will depend largely upon vacancies created by retirements and other librarians leaving the profession.

**Retirements**

Librarians on average are older than members of other occupations. Surveys generally agree that the average librarian is a woman in her early 50s. In 2000, 2 percent of library directors were age 65 and over, the number climbing to 9 percent in 2005 and continuing to rise today. There are some differences among types of libraries, but there is no question that a large percent of the profession has reached or is nearing retirement age. How many jobs can we expect to become available as a result of retirements? Before the recession this number would have been easier to estimate, but retirements have dropped in every occupation. Librarians are fortunate in that they can more often look forward to a traditional pension. Retirees in other occupations may have only individual retirement accounts (IRAs) whose values have plummeted. However, even more stable pension plans have lost some of their value. Many librarians are looking at their options and finding that they would do well to remain in their jobs for a little longer. On the other hand, some employers are offering attractive severance packages to encourage retirements. Overall, we can probably expect somewhat more jobs opening up as a result of retirements than in other occupations.
LIS Employment Outlook

When librarians guide patrons to information about the job market, the first source they turn to is usually the U.S. government’s *Occupational Outlook Handbook*. Unfortunately, the job market is changing so rapidly that the “Outlook for Librarians” section is necessarily out of date. Its conclusion that job growth will be limited by budget constraints now strikes us as the ultimate understatement. However, much of the most recent analysis is extremely relevant. For example, it says, “Jobs for librarians outside traditional settings will grow the fastest over the decade. Nontraditional librarian jobs include working as information brokers, as well as working for private corporations, nonprofit organizations, and consulting firms.”2 Of course, the employers who will hire those information brokers may need some time to get back on track financially, but there is no question that the business and professional sectors need precisely the skills that librarians possess.

The *Occupational Outlook Handbook* is even more enthusiastic about job prospects for archivists, LIS’s sister profession. Although once again the relevant section of the handbook was written before the depth of the recession was fully understood, it is clear that this profession is undergoing a resurgence of vitality. Digital archives have ushered in a new and exciting era. Nevertheless, competition is expected to be keen for openings because there are a large number of qualified applicants for most positions. However, “employment of archivists, curators, and museum technicians is expected to increase 20 percent over the 2008–18 decade, which is much faster than the average for all occupations.” Of course, the current slowdown will definitely affect that estimate; nevertheless, the future looks bright indeed. The section goes on to state that “demand for archivists who specialize in electronic records and records management will grow more rapidly than the demand for archivists who specialize in older media formats.”3

Challenges Facing Libraries

Libraries are nonetheless the main employers of information professionals, and so students frequently ask which type of library offers the brightest prospects for the future. This may be the most difficult question of all to answer. Each type of library is currently experiencing major financial challenges,4 but the great unknown is how they will emerge from economic trauma. Each type of library has endemic problems that won’t completely disappear when funding becomes more plentiful. For example, declines in some usage statistics reported by academic libraries may have a long-term relationship to funding. These trends are likely to continue no matter what the state of the economy. The online availability of what have traditionally been considered library resources will play an especially important role in the future of brick-and-mortar libraries.

School libraries are also experiencing competition from online resources, but other forces are at work that are more problematic. For example, school librarians possess
teaching credentials and are paid salaries similar to those of classroom teachers. Even when the economy recovers, librarians will continue to have an uphill battle convincing school boards that their positions are needed as much as the teachers who might be hired in their place. While academic libraries find support in accreditation standards, school libraries have lost some important battles in this regard. In general, public library use tends to rise during a recession because of the plethora of free services they offer communities. That means, however, that the library staff must do more with less. Additionally, library boards are questioning the need for professional positions that are not essentially supervisory.

Most types of libraries are handicapped by the fact that decision makers are not heavy users of their services. In the corporate environment, top management may be unaware that many of the reports produced by administrative assistants and lower-level managers are actually the work of librarians. However, special librarians are becoming much more savvy about documenting and marketing their accomplishments. Numerous studies have confirmed that librarians’ research and organizational skills, as well as their knowledge of computer databases and automation systems, have a direct relationship to the profitability of businesses. The ability to review huge amounts of information and analyze, evaluate, and organize it, enables decision makers to focus their efforts more strategically. Librarians in all types of libraries may possess computer skills that, coupled with their other strengths, allow them to be successful in positions with titles like systems analyst, database specialist or trainer, Web developer, and local area network (LAN) coordinator. Nevertheless, librarians may not need to be tied to a library to be successful. In fact, breaking loose from the library environment and creating new titles for themselves may considerably improve their prospects.

**Public Perception**

In this time of tight budgets, we are especially conscious of how librarians are perceived by decision makers outside the library. We have only been partially successful in overcoming the dowdy, “uncool” popular image of the librarian while the image of a computer or information professional is altogether different. This means that library job titles that were in use twenty or thirty years ago are generally the most vulnerable when it comes to budget cuts. Similarly, positions associated with maintaining specific kinds of collections like periodicals and government documents are in greater danger than those more clearly associated with computers or trendy services for library users. The situation for librarians is somewhat different than for members of other occupations in that their jobs are dependent not only on the library’s actual needs, but on funding bodies’ perceptions of their needs.

Public perception also plays a role in downsizing some positions to paraprofessional or clerical status. Decision makers may not see the more demanding aspects of librarians’ positions or they may not value them. For example, university administrators may
view time spent on research and publication as wasted if they do not view librarians as faculty members. In many cases, however, it is librarians who shoot themselves in the foot. Their job descriptions may contain numerous duties that can be done by a staff member with an associate’s degree or even a high school diploma. In many instances, computers have eliminated some of the more complex tasks in professional job descriptions, and the more demanding tasks have not been documented. When outsiders view the library staff, they may assume that those staff members with supervisory responsibilities are the only ones worthy of higher-paid positions since this tends to be true of the business world. Library directors are, therefore, faced with the difficult task of defending professional positions and making the case that

- jobs consist primarily of professional responsibilities (in other words, responsibilities not found in the job descriptions of clerks or paraprofessionals);
- jobs include substantial decision-making authority;
- jobs are central to the provision of basic library services used daily by patrons (not simply available should they be needed);
- jobs or the responsibilities they entail cannot be outsourced at significant cost savings;
- automation cannot reduce or simplify these responsibilities to the extent that they could be folded into other professional job descriptions or performed by lower-paid paraprofessionals.

**NEW GRADS**

If you are a recent LIS graduate or will soon become one, you’re very likely feeling a lot of anxiety about the job market. In fact, you may even be wondering if you chose the right profession. How will you compete with experienced library professionals who have built hefty résumés and who have what might be called an inside track? In other words, they are more likely to know what’s been happening in libraries and what skills are in demand.

Actually, you would probably be surprised to learn that many experienced librarians who have been flung into today’s job market are nearly as unprepared as you. Librarians have often worked in the same library for many years, and they may know little about what’s happening in other libraries. Of course, they attend conferences and meet with colleagues. You probably do the same. In fact, if you haven’t been attending library conferences, now’s the time to get into the habit. Take advantage of opportunities to meet with librarians from diverse libraries. This is where you are most likely to hear about trends in the field. Listen closely for new programs and services but listen even harder to discover the problems they are experiencing.
**Becoming a Problem Solver**

I emphasize problems because this is where you may find your niche. What do I mean by problems? The last conference I attended, I found myself in a discussion of digitization projects. What began as a workshop ended with much wringing of hands. Libraries are currently under a good deal of pressure to digitize their unique collections. Although “free” money is far from plentiful these days, there is a fair amount of grant and government funding available for this purpose. State libraries have often received funding to spearhead projects, and they in turn prod the public libraries in their state to get to work. Faculty members imagine that academic libraries can put everything on the Web and exert their own brand of pressure. The library may respond enthusiastically by sending a librarian and/or technical staff member to a couple of workshops like the one I was attending. It soon becomes apparent, however, that a digitization project requires considerably more work than anyone first imagines and often more specific technical expertise than staff members possess.

The next time a librarian resigns or retires, the library may decide to restructure the vacant position. If digitization has not lost its appeal, the library director or department head may incorporate it into the job description. There may be duties that can be eliminated or swapped with other staff members. In the end what emerges may combine traditional librarianship with a new high-tech emphasis, and it may be a position that has a new grad’s name on it.

**Solving Technical Problems**

Library administrators and search committees are always looking for new staff members with better computer skills than those possessed by the current staff. Considering that the average academic librarian is in her 50s and the average public librarian is only a little younger, it follows that they have taught themselves to use computers. Our profession began using computers earlier than a lot of occupations so we may be somewhat more computer literate for our age. However, senior librarians did not grow up with modern technology and though they’ve attended many workshops, they have never had an opportunity to develop any degree of expertise in some specialized or sophisticated area of technology. The younger graduate who has actually taken semester-long courses in database design, website management, or digitization has a significant advantage over librarians who have only dipped their toes in the waters.

I’m going to express a prejudice here that may be somewhat unfair. I have spent time looking at the curricula of a number of MLIS programs, and some of their technology offerings look positively prehistoric. Syllabi and reading lists are often posted online and one actually finds readings with copyright dates in the 1960s. LIS faculty are as old or older than other librarians. It has been just as hard for them to update their knowledge and skills as it has been for their colleagues in the trenches. They can read books but they have few opportunities to learn practical skills. Thus, they have a tendency to
emphasize theory—and dated theory at that. On the other hand, I’ve discovered some outstanding courses that were clearly designed by people who know what’s going on in the library world right now.

If you’re a new grad applying for a job, it may be assumed that you grew up with a computer chip embedded in your brain. You just naturally know about these matters that are boggling the brains of older librarians. This is a misconception you will do well to encourage. Making yourself into a technology problem solver may be one of the best ways to become a successful job candidate. In truth, you too may need to take some hands-on, cutting-edge courses in specific computer applications. Look carefully at the technology offerings in your LIS program. Do they really prepare you to do something useful in today’s library environment? Can they give you the skills to go into a job interview and present yourself as the answer to at least one of the library’s technology problems? If your program doesn’t offer such courses, you’re going to have to improvise.

Other Jobs for New Grads

What about other opportunities for new graduates? Obviously, this is a time when the job market is at low ebb and you may be thinking that beggars can’t be choosers. However, your early professional positions will tend to typecast you in the future. To the extent that you are able (in other words, without depriving yourself of food, shelter, or other necessities), apply for positions that stand a good chance of doing well in the future. Remember, you are beginning from scratch and you have a unique opportunity to mold yourself into any type of librarian you choose. Because your résumé is almost a blank page, relatively small experiences take on additional importance. By highlighting certain courses, workshops, conferences, and internships, you can create a fledgling specialist. This is an opportunity that experienced librarians encumbered by long years of experience can’t take advantage of.

FREQUENTLY ENCOUNTERED OPENINGS

No matter whether you are a recent grad or a thirty-year veteran, you will need to market your skills in a way that libraries will find attractive. If at all possible, brand yourself as a breed of LIS professional that is gaining, not losing in popularity. So how will you do it? You’ve probably been haunting job sites, but try to look at the announcements of openings with new eyes. In fact, it would be a good idea to get out pen and paper and make a tally of the number of openings you find for each area of responsibility. The largest group on your list will probably be in management, whether directors, assistant directors, or department heads. Of course, new grads are not yet qualified for most of these jobs, but bear in mind that they are out there. Gradually acquiring supervisory experience is one of the best ways to prepare yourself for the future. If you’re a more experienced librarian, one of these jobs may have your name on it. However, you will need to identify enough leadership and supervisory experiences in your background
to make your case. It may also be possible to add new credentials like courses in management. They needn’t be library management, so any community college or university program would probably fill the bill.

Notice that a number of positions have the title “reference librarian” but if you look closely at the responsibilities involved, there doesn’t seem to be much actual reference involved. That may be because job descriptions have often failed to keep up with the rapidly changing library environment. The same job may be called “public services librarian” in another library. It may be a sort of generic entry-level position or it may have very specific responsibilities that require specialized skills. Also notice that responsibilities for a large number of positions, no matter what their titles, include several mentions of computers. These positions may be similar to the ones described above in that when positions became vacant, new computer responsibilities were tucked in before the openings were advertised.

**Technology-Related Jobs**

If you were to tally all the jobs listed on a popular online job line or in an LIS journal, you would discover that a lot of the jobs fit into the general category of technology-related. Here are a few titles:

- digital services librarian
- digital collection services librarian
- electronic access librarian
- e-access and serials librarian
- ILS (integrated library system) librarian
- knowledge access management librarian
- systems librarian
- e-access and serials librarian

If you’re an experienced librarian, you probably understand the problems that libraries are experiencing with technology. If you have some knowledge of the subject, you know where the holes are in library staffing. For example, libraries depend heavily on young technicians who may have good computer skills but may also pose some of the same supervision problems as college work-study students. It takes an excellent supervisor to work effectively with such staff members, translating library needs into terms they can understand and making it clear how important those needs are. Unfortunately, if you have not updated your technology skills, you may imagine that one individual, perhaps with the title of systems librarian, takes care of all the library’s technology issues and other library professional jobs remain unchanged. This is a false assumption. Computerization has expanded into every aspect of the library’s operation, and probably every newly available professional position includes heavier technical responsibilities than it did even two or three years ago.
Working With Children and Young Adults

What’s a poor librarian to do if he can’t pass himself off as a computer whiz? One of the jobs I’m betting will survive and prosper is young adult services. Although technological and societal changes have spelled doom to some library specialties, they have boosted others to prominence. Working mothers and the demise of many structured activities that once occupied preteen and junior high students have created a void that the library is ideally suited to fill. If you’re planning to go to a library conference in the near future, plan to attend at least one YA program. I think you’ll find a level of vitality and creativity that is almost unique among conference attendees. If you honestly enjoy working with this age group, I’m convinced you can expect a long and happy career. Of course, you’re going to have to master some fast-paced video games, but you’ll have plenty of help from expert players.

Children’s services is another area that will not be disappearing anytime soon, but societal changes have had a different impact here. Working mothers are no longer available to bring their younger children to the library, and daycare providers make fewer field trips because of liability issues. Nevertheless, parents are usually the public library’s most vocal supporters and they can also be hugely influential in saving the jobs of elementary school librarians. If you enjoy children, have a flair for the arts, and get a kick out of turning a simple story into a theatrical tour de force worthy of Shakespeare, this may be the job for you.

DECLINING SPECIALTIES

Continue noting areas in which libraries are still hiring and then consider what you don’t see. In other words, begin with the process of elimination. Take cataloging, for example. You probably won’t see a lot of libraries looking for catalogers unless cataloging and systems are linked. Since catalogers were usually the first librarians to use computers, they often became the systems librarian by default. With the passing of time, systems responsibilities increased and cataloging decreased. Records now exist for most books that have been published in most modern languages. Original cataloging is needed mainly for digitization projects, but these are generally small special collections. Such collections will continue to grow, but they do not occupy a central role in most libraries. It’s hard to imagine an ongoing need in this area.

Similarly, there are still openings for government documents and periodicals listed, but not many unless the positions have been expanded to include responsibility for electronic services. There are still jobs that need to be done for which professional expertise is required. However, they are either projects that will soon be completed or that are no longer viewed as central to the library and its future. Of course, we’ve long been aware that these are not up-and-coming areas of librarianship, but what other areas should a new library professional avoid? Which jobs are not likely to emerge from the recession with the same health and vigor they enjoyed before hard times descended on libraries?
To answer this question, it may be more useful to look at the library through the eyes of someone less sympathetic and supportive than yourself or your colleagues.

**The Impact of Computers**

No matter what the state of the economy, there will always be people, whether voters, administrators, or local politicians, attempting to tighten the library’s budget and identify positions that might be eliminated. It will be helpful to ask yourself how they might view any given position. If they were delving into the innards of cataloging or periodicals or documents positions, they would be looking at jobs that once required masses of paper records; they would be looking at jobs that once required sophisticated research skills to track down missing documents, or determine whether issues of obscure journals were really lost or simply never published. In other words, these penny-pinchers might decide that half or more of the tasks that once called for professional skills have now been simplified or eliminated by computers.

Ask yourself what other professional positions come close to falling into this same category. For example, bibliographers can track down elusive manuscripts, privately printed books, and similarly hard-to-find scholarly works. However, a well-crafted keyword or title search in WorldCat and other databases now retrieves in minutes much of the literature that once took days or weeks to discover. Of course, bibliographers can bring order to a welter of confusing sources by virtue of their subject expertise and knowledge of the complex and chaotic world of publishing. Like catalogers and periodicals librarians, however, the need for their services has been sharply reduced. The history professor or PhD candidate can now achieve reasonably good results unassisted and with minimal effort from his home computer. No one need reinvent the wheel because first-rate bibliographies are shared online. Bibliography is a large part of the job description of many subject specialists, and commercial databases have tended to make subject-specific searching skills less important. Therefore, subject specialists will need to identify new value-added services if they are to prosper in the twenty-first century.

**BEGINNING A SECOND CAREER**

Some students have come to librarianship from other occupations. Perhaps you’ve been a physical education teacher or a businessman or a bank teller for the past twenty years. You’ve been changing over the years, and now becoming an LIS professional seems right for you. That may mean that whatever you used to do seems unappealing. You’re excited about your new start and new career and you’re not much interested in the past. This may be the way you are feeling at the moment, but it’s not the best attitude to take with you into the job market.

If this is your second career, you are bringing with you a wealth of experience that can be repackaged with your new LIS credentials into a winning résumé. It’s safe to say that you possess knowledge and experience that a library needs and may not have available.
EMPLOYMENT PROSPECTS

Your challenge is to identify crossover skills and expertise and then create a marketable package from your assorted qualifications. Somehow it will all go together to make you the perfect candidate for the job. Again, however, you must have the technical qualifications employers expect in a new grad. If at all possible, extract the courses and mine the experiences from your work history that identify you as a problem solver.

You might try to set up some one-on-one meetings with directors or other LIS managers to better understand what those challenges are. If they understand that you’re not looking to them for a job, they may be able to help you see where your background might fit into the big library picture. When librarians have worked together in the same library for a number of years, they start to seem very much alike. They have attended the same conferences, participated in the same meetings, and worked together on many projects. They are even sometimes in the same age group since staff were hired when funding was generous and hiring slowed when budgets were tight. You may come out of an entirely different environment and be able to look at issues from a new perspective.

Despite the challenges we are facing, LIS is still a robust and exciting field in which to begin or revitalize a career. It is undeniable that change has impacted the profession even more dramatically than many others, but we have been able to continually transform ourselves. There is no question that the recession is hurting both libraries and other employers of LIS professionals. We clearly have to do some belt-tightening, but jobs continue to be available to those who know where to look. The demise of some specialty areas is probably inevitable, but others are destined to play a vital role in twenty-first century society.

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