The Four Scenarios

#1: Research Entrepreneurs

#2: Re-Use and Re-Cycle

#3: Disciplines in Charge

#4: Global Followers
RLLF Project Objectives

- To walk the scenarios out a bit further (imagine what the research library might look like?)
- To test the use of scenarios as a planning / discussion tool with current, aspiring and future research library leaders
- Use the ARL scenarios as a lens through which to view workforce transformation.
- To make clear recommendations for how ARL libraries prepare for various futures
Facilitated Conversations

- RLLF Fellows (October 2011)
- ARL Directors (May 2012)
- UCLA Senior Fellows (facilitated by Dr. C. Lowry) (August 2012)

What will Hannah need?
If there is a library, what will it look like?
What skills, competencies will be needed?
How should we prepare?
KEY FINDINGS
Reactions

- Future is not always heartening.
  - Re-use / Re-cycle scenario “grim.” (RLLF)
  - “We are not on this track. Are becoming obsolete” (UCLA)

- Mixed emotions: “exciting but frightening.” (UCLA)

- ARL Directors less alarmed by what they saw. Less concerned or surprised that they did not explicitly see the library in Hannah’s world.
Critical Importance of the Conversation

- “Need to distribute understanding through our organizations” (ARL Directors)

- Put the local situation into a **global context** for library staff (ARL Directors)

- Prepare senior university administration (“do not see the changes coming or the potential roles”) (ARL Directors)
Size of the workforce

- Clear recognition from all groups that the size of the workforce will diminish
- Fewer staff for traditional face-to-face services (circulation, reference, instruction)
- Need “virtual teams with remote contributions” (ARL Directors)
Composition of the Workforce

- Fewer lower-skilled staff

- A greater mix of credentials: Librarians working along side other professions (GIS specialists, data specialists... )
Collaboration: No longer optional

- “The granular institution-specific approach to information resources is unsustainable.” (ARL Directors)

- The concept of the single author, single institution is gone, especially in STEM. (ARL Directors)

- “Librarians take unique information resources and expertise and work with other institutions to be mega-library brokers.” (ARL Directors)
Data Management / Curation

- Are no longer in the business of providing access to peer-reviewed literature. (RLLF)

- Key roles: preserving and curating data, advocating for open access.

- “Info professionals are expert navigators who build portals and guide researchers to credible, authentic data.” (UCLA Fellows)
- Continued importance in our organizations.
  - Small number suggested forgoing MLS in favour of advanced degrees with library-like certificate

- Components of the old skill set no longer valuable. Dramatic retooling required.

- Diminished role for “teaching and learning” in the 2020 university. Instruction is important now, but isn’t our future. (RLLF, ARL Directors)

- Role will change to more of an “informationist” (with focus on big data) and a “collaborationist” (connecting researchers with other researchers, grant funding, etc.) (UCLA)
New Skills & Competencies

- Agility: “If stuck in a traditional mindset, will impede the organization.” (ARL Directors)
- Deep subject expertise. Less room for generalists.
- Deep IT skills
- Intellectual property / rights management
- Dramatically enhanced cultural and linguistic diversity, cultural sensitivities (RLLF)
New Skills & Competencies

- Entrepreneurialism (creativity, project management, leadership, fundraising, competitive intelligence, “marketing on steroids,” risk taking (ARL Directors)

- New literacies (geospatial literacies, data visualization…)

- Capacity for supporting deep collaboration with faculty. “A broker of deep collaborations with others.” (UCLA)
Preparing for the Future: Recruiting

- Hire for competencies (technology skills, deep data, deep subject, cultural / language skills, etc.) rather than credentials.

- Hire for “potential” (attitudes, aptitudes) rather than “years of experience” (ARL Directors)

- Create career opportunities with new titles and new responsibilities to attract non-MLS professionals (ARL Directors)
Preparing for the Future: Recruiting

- Compensate for responsibilities (at levels that compete with the market place).

- Directors see a larger role for themselves in recruiting the right people – become “hands-on” for all professional hires. (ARL Directors)
Preparing for the Future: Retraining & Retooling

- Streamline current workflow. Eliminate routine work wherever possible. Free up existing capacity and repurpose them.
- Get staff out of the library (“see and be seen” on campus)
- Offer rich training & development opportunities as broadly as possible.
  - Cultivate your “stars” selectively (offer deep opportunities to those who are the most receptive.
- Embed librarians in research teams now (even small projects).
- Cultivate data management / digital scholarship skills now.
Preparing for the Future: Retooling & Retraining

- Seek out real and meaningful collaboration projects with other institutions (test relationships, pilot radical concepts, and just do it!…)

- Create a “culture of collaboration” between MLS and non-MLS within our organizations

- Reshape, restructure and redefine MLS or MLIS education (to more closely reflect our future needs)

- Be ready to disrupt the organization at least in small ways to affect change.

- Selectively forget the past. Streamline the present. Work to the future.
Future of the Research Project

- **Near term outcomes:**
  - ARL Fall Forum presentation (today)
  - Publication for ARL Research Library Issues (RLI)

- **Long term outcomes:**
  - ?

- **Questions for the Audience**
  - What alternative channels of communication should we pursue?
  - Are there other people or groups we should bring into the conversation?
  - What is the best way to use these findings to affect current practice in ARL libraries?
Questions