



We Don't Know What the Future Will Be, Except That There Will Be One

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Charles B. Lowry, Ph.D.
Executive Director, Association of Research Libraries

Imagining a DIFFERENT Future



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The ARL 2030 Scenarios:
A User's Guide for Research Libraries



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Three Elements of Scenario Thinking

- Breaking our of traditionally framed modes of thinking about the future is essential;
- Assuring that our thinking is truly aimed at managing a future that will surely differ drastically from the present; and
- Framing our thinking about the future around enough “roughly” correct scenarios that we are prepared for what happens in the end.



Scenario Thinking

Scenario Planning

Tool for helping managers deal with situations of significant uncertainty.

Scenario Project

Series of exercises where teams drill into the uncertainties faced today and in the future

Result

A set of narratives describing three or four “alternate futures.”



Scenario Thinking

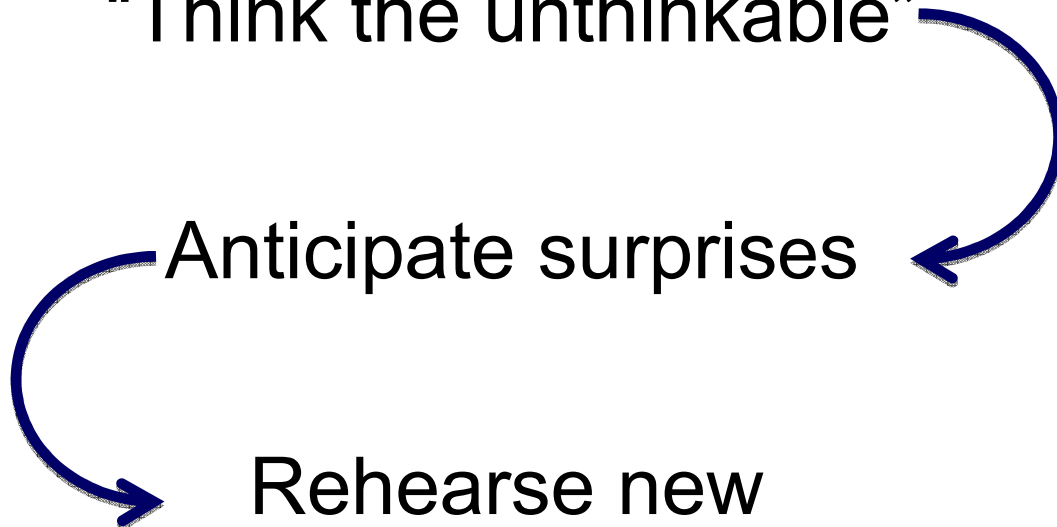
Creation of alternate futures encourages managements teams to



“Think the unthinkable”

Anticipate surprises

Rehearse new possibilities



Scenario Thinking

Scenario set

A variety of possible futures and uses containing the elements and conditions the organization will face in the future

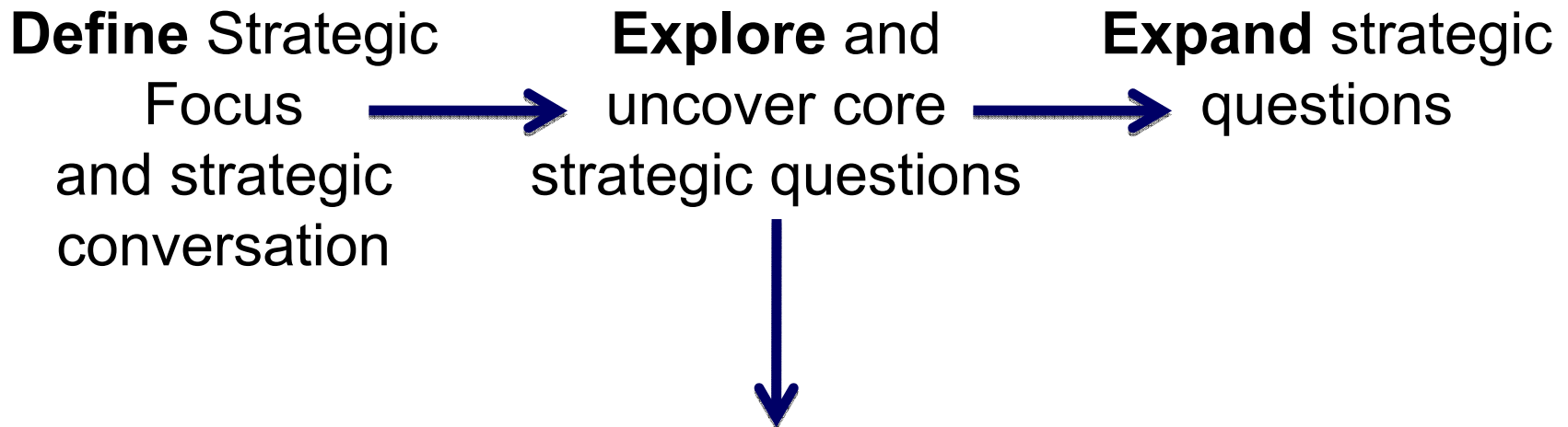


**Must consider full
set of scenarios**



ARL's Scenario Development Project

Phase One - Data Gathering



How do we transform our organization(s) to create differential value for future users (individuals, institutions, and beyond), given the external dynamics redefining the research environment over the next 20 years?



ARL's Scenario Development Project

Refining the process:

Addressing concerns about maintaining and or building ***relevancy*** that can be ***sustained*** and ***valued*** by ***users.***



ARL's Scenario Development Project

Refining the focus:

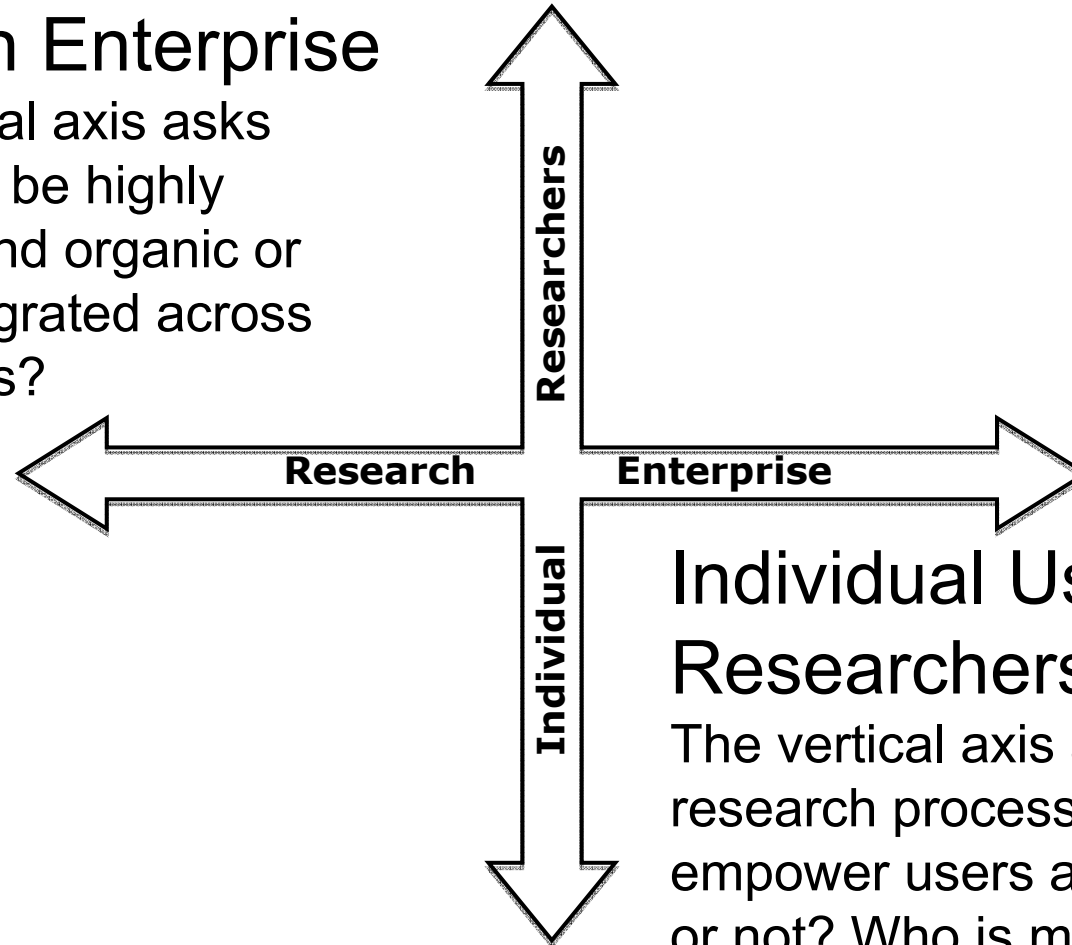
- Differential Value
- Future Users
- Research Environment



Framing of Critical Uncertainties

Research Enterprise

The horizontal axis asks will research be highly distributed and organic or will it be integrated across organizations?



Individual Users and Researchers

The vertical axis asks will research process and product empower users and researchers or not? Who is most valued in the research process?



UK – Libraries of the Future

Three UK Scenarios:



Wild West



Bee Hive



Walled Garden



ARL's Scenario Development Project

The ARL 2030 scenarios allow members to opportunity to suspend disbelief and stretch beyond conventional wisdom about our future.



The Four ARL Scenarios



Scenario 1: Research Entrepreneurs



Scenario 2: Reuse and Recycle



Scenario 3: Disciplines in Charge



Scenario 4: Global Followers



ARL's Scenario Project

