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**Research
libraries in 2023:
strategic
perspectives for
managing
information**

Outline

- Motivation to plan
- Scenario planning defined
- Scenario research in project LiBiTOP
- Scenarios for research libraries in 2023
- Conclusions:
 - Influential changes that will affect the demand for library services
 - Opportunities and threats for research libraries in future

Why plan?

Research libraries in the changing environment

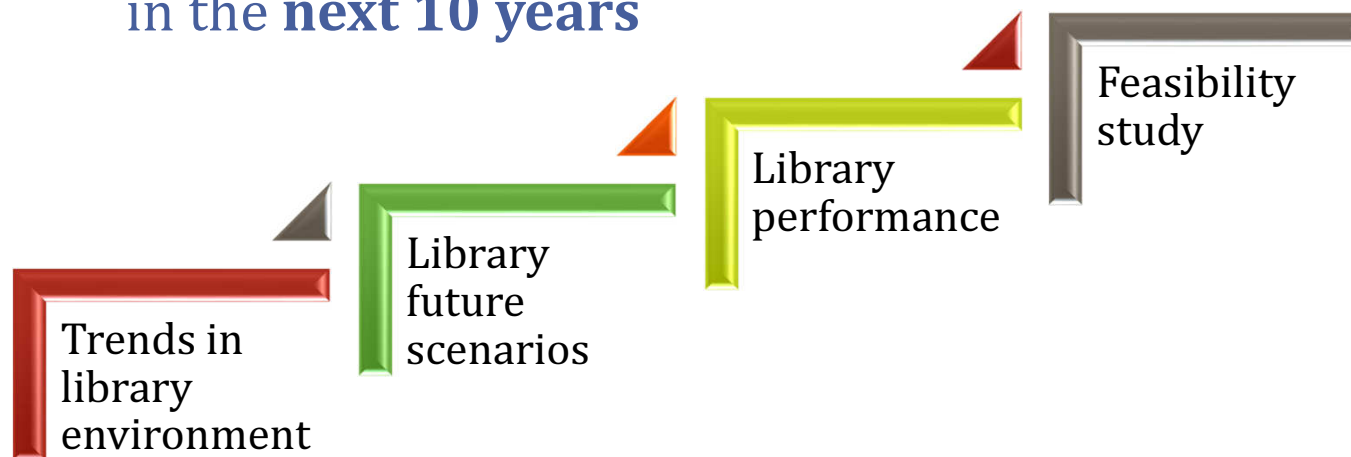
- Changes in research library environment:
 - Policies and models in higher education
 - E-science infrastructures
 - E-publishing and scholarly communication
 - ...
- Decision to make:
 - To manage changes or to be managed by changes



“Without it [change] organisations are just overwhelmed by the forces of the status quo”, - Peter Senge, The art and practice of the learning organisation (1990)

The best way to predict the future is to create it (Peter Drucker): project LiBiTOP

- LiBiTOP – a research project, 2011-2014
 - The aim: to provide a **strategic guidance on the roles and management of the libraries** of national significance and county public libraries in the **next 10 years**



Scenario planning for research libraries

- **Research libraries in 2023:**

- How the research library environment will change?
- What will influence the demand for research library services?
- What are the future threats and opportunities?

- **Scenario planning:**

- Plausible stories about future
- Scenarios are not forecasts
- Analysis of a spectrum of changes
- The mean for evaluating and developing strategies

“Heavier-than-air flying machines are impossible”, - Lord Kelvin, the President of the Royal Society (Great Britain), 1895

Implementation of scenario research

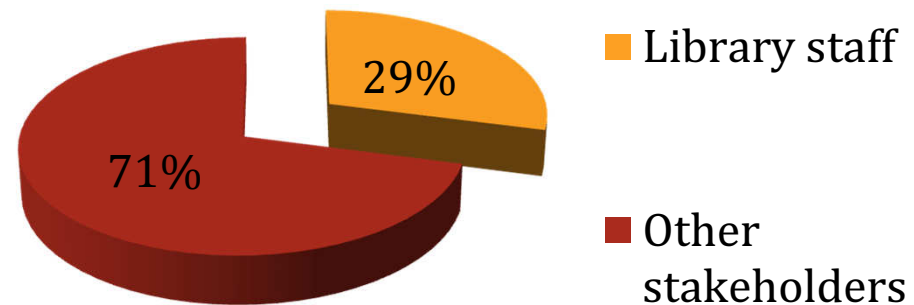
- **Research organisation:**

- Five scenario planning workshops
- 2012 December – 2013 May

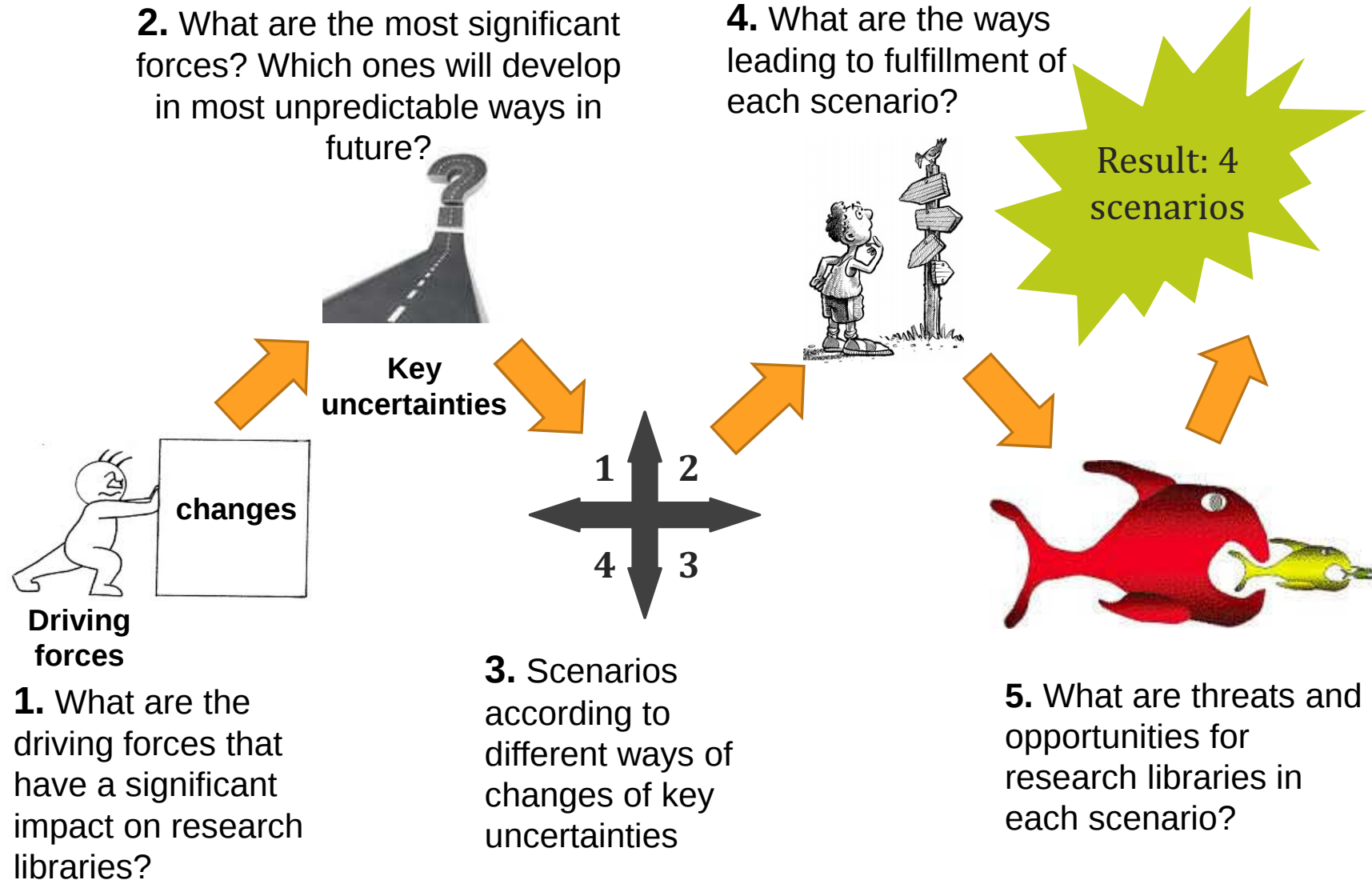
- **Participants:**

- 34 representatives of library staff, higher education, publishing, researchers, professional associations, governing institutions

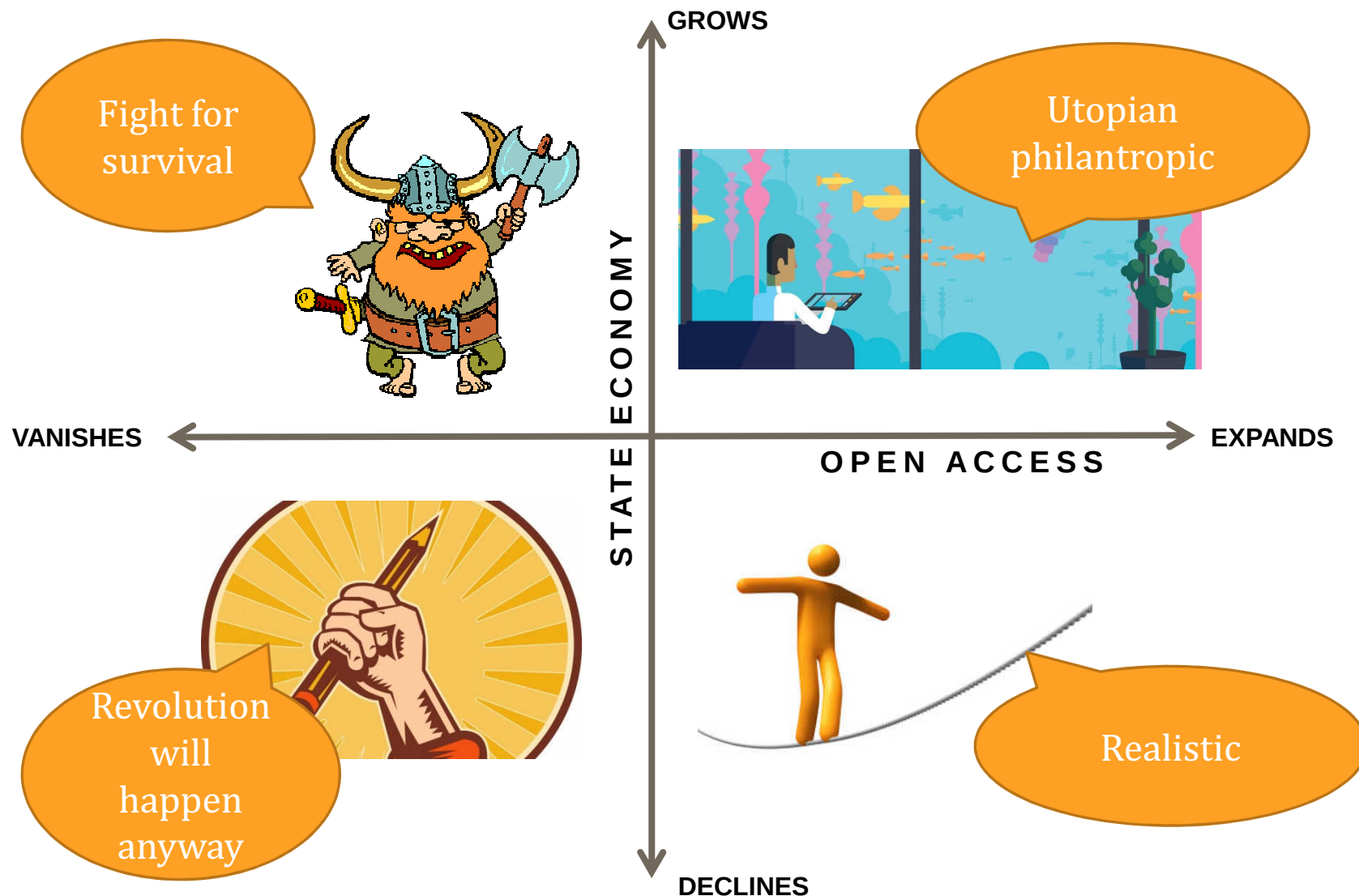
Participants



How scenarios were developed?



Research libraries 2023



Revolution will happen anyway



- **Conditions and patterns of information use:**

- Expensive commercial research information
- Complex measures for legal and technological protection of information
- Information is acquired through personal networks

- **State policies, programmes and management:**

- Only basic needs of research institutions are met

- **Stakeholders:**

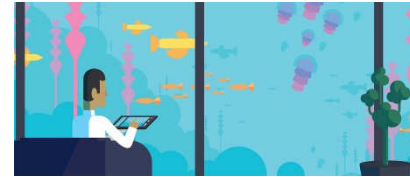
- Increase of efficiency in research institutions
- Decline of research competitiveness
- Researchers' brain drain

Fight for survival



- ◉ **Conditions and patterns of information use:**
 - ◉ Commercial information
 - ◉ Most up-to-date information to commercial research teams, others – deprived
- ◉ **State policies, programmes and management:**
 - ◉ Influence on research regulation declines
 - ◉ Focus on information provision of research that cannot generate profits
- ◉ **Stakeholders:**
 - ◉ Fragmented research in commercial teams
 - ◉ Powerful research infrastructures in commercial teams
 - ◉ Limited information sharing between researchers

Utopian philanthropic



- **Conditions and patterns of information use:**
 - Information pollution due to wide access to research information of varied quality
 - The need for high level information literacy
- **State policies, programmes and management:**
 - The spectrum of funded research widens
- **Stakeholders:**
 - Business actively funds research
 - Condition of research institutions and competitiveness of research improve
 - Growing competition among researchers
 - Complex and well-developed e-research infrastructures

Realistic



- **Conditions and patterns of information use:**
 - Equal conditions for researchers to access information
- **State policies, programmes and management:**
 - Growing influence of state in regulating open access
 - Limited subsidies to research due to declining economy
- **Stakeholders:**
 - International collaboration of researchers to increase competitiveness and seek for additional revenue
 - Publishers are interested to participate in open access programmes

Conclusions: influential changes

- ◉ **Influential factors of change:**

- ◉ Conditions of access to information
- ◉ State support to policies relevant for libraries

- ◉ **Possible outcomes:**

- ◉ High demand for library services (Revolution will happen anyway)
- ◉ Lower demand for library services (Fight for survival)
- ◉ Competition with commercial entities (Realistic, Fight for survival)
- ◉ High pressure for service quality (Utopian philanthropic)

Conclusions: opportunities and threats

○ Opportunities:

- Well-defined need and / or niche for library services (Utopian philanthropic, Revolution will happen anyway, Fight for survival)
- State support (Realistic, Utopian philanthropic)

○ Threats:

- Decreasing budgets (Revolution will happen anyway, Realistic)
- High expectations and requirements to library services (Utopian philanthropic)
- Rapidly changing ICT tools and solutions (Fight for survival, Utopian philanthropic)

Acknowledgements and links

- ◉ European Social Fund Agency
- ◉ LABA – Lithuanian Association of Academic Library Directors
- ◉ Heads and staff of the Lithuanian research libraries
- ◉ LiBiTOP blog: <http://libitop.blogspot.com/>