

**5-10 YEAR PLANNING HORIZON**  
**~ASSUMPTIONS ABOUT THE RELEVANT FUTURE**  
**FOR ACADEMIC AND RESEARCH LIBRARIES AND LIBRARIANS~**

*In order to make progress against the 10-30 year Envisioned Future; an organization must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help ACRL to constantly recalibrate its view of the relevant future, a basis upon which to update the relevance of the strategic plan on an annual basis.*

**Demographics**

- 1 There will be an increase in the international student population especially at a distance.
- 2 There will be an increased demand for multilingual librarians.
- 3 Library patrons will continue to be more diverse.
- 4 The Latino population will continue to grow.
- 5 The number of “non-traditional” students will grow.
- 6 The library workforce will continue to age.
- 7 There will be more part-time students.
- 8 Populations will continue to shift to the South and West.
- 9 There will be an increased need for a more diverse workforce in order to respond to a growing diverse student population.
- 10 There will be an increased need for off-campus 24/7 access to information sources and information specialists.
- 11 The skill set for librarians will continue to evolve in response to the needs and expectations of the changing populations (student and faculty) that they serve.
- 12 The number of college students from one child families will increase.
- 13 Increasing student debt may impact graduate school enrollment and choice of profession.
- 14 The attention span and work styles of college students will change.
- 15 The number of community colleges will continue to grow.
- 16 The first generation college student population will grow.

**Social Values/Politics**

- 1 University administrators will seek to attract and retain students with student-centered activities, facilities, and services.
- 2 Students seem to have an increasing interest in history and tradition of college or university.
- 3 Tuition and fees will continue to rise as government funding declines.
- 4 Privacy will continue to be an important issue in librarianship.
- 5 Students and faculty will increasingly demand faster and greater access to services.
- 6 Students and faculty will expect to get assistance with their research without having to come to the library; thus librarians will spend more time out of the library offering more personalized, point-of-need assistance.
- 7 Non librarians will increasingly be hired to carry out responsibilities formerly handled by librarians

- 8 Research will be an increasingly collaborative activity, changing scholarship in some disciplines from the solitary activity it once had been.
- 9 The concept of tenure will be increasingly challenged.
- 10 With the ease of information access, a "culture of copy" will undermine the creation of original work.
- 11 The pursuit of life-long learning will increase, changing the demographics of users served by college and research libraries.
- 12 There will be increased involvement from parents in their adult children's higher education, increasing demands for accountability and challenging privacy laws
- 13 The need for subject specialists will grow.
- 14 Because of difficulty in securing federal grant funding, scholars are less likely to research controversial subjects.
- 15 Students will continue to have little understanding of the nature and process of scholarship.
- 16 There will be more professional emphasis on collaboration, teamwork, and service.

### **Legislation/Regulations**

- 1 Debates about intellectual property will become increasingly common in higher education.
- 2 There will be more regulation of international students and faculty who want to study or do research in the U.S.
- 3 Financial support for information access will decline.
- 4 Internet filtering and privacy issues will continue to be debated and challenged.
- 5 There will be increased state and federal regulation that will affect higher education.
- 6 Cultural property issues will continue to be debated and challenged.
- 7 The need to defend civil liberties and open access will increase.
- 8 As a result of the Patriot Act, there is a growing concern that the privacy of student and faculty library records will be violated.
- 9 As information becomes more commercialized, there will be less free access to information.
- 10 Support for public, online access to federally funded research will increase.
- 11 There will be increasing efforts to develop policy concerning and regulating cross-border higher education.
- 12 The "free" Internet may be threatened if regulations concerning different levels of service and preferential options are instituted.
- 13 There will be increasing pressure to allow U.S. educated children of illegal immigrants to attend state institutions of higher education in those states with a large influx of immigrant populations.

### **Technology/Science**

- 1 The demand for technology related services will grow and require additional funding.
- 2 Economic factors will broaden the gap between the technology "haves" and "have-nots."
- 3 There will be an increased emphasis on digitizing collections, preserving digital archives, and improving methods of data storage and retrieval.

- 4 Librarians will become more involved in areas like learning technology design and implementation and campus digital asset management.
- 5 Technology will increasingly drive the need for new models and approaches for collection development.
- 6 The demand for customizable information portals and personal digital libraries will increase.
- 7 Searching capabilities will continue to evolve.
- 8 The library will be viewed as a “set of services” and a “place.”
- 9 The popularity of online communities will grow.
- 10 As technology progresses, changes in how information is collected, categorized, and delivered will increase.
- 11 The library profession will continue to adapt to technology and influence its development.
- 12 Online learners will grow as a technology user group.
- 13 The sharing of scientific information is becoming more global.
- 14 Technology will increasingly allow for the development of new models of scholarly communication.
- 15 Increased “Googlization” blurs the line between technology skills and information literacy skills.
- 16 Free, public access to information stemming from publicly funded research will continue to grow.

## **Global Business Climate/Economics**

### ***--Societal/Higher Education***

- 1 There will be a greater concentration of wealth within a smaller population.
- 2 Terrorism will continue to threaten the global economy. Bio-health hazards will increase.
- 3 Education will continue to gain importance as a gateway to economic success and socio/economic status.
- 4 Growth in funding for higher education will be slower than the rate of growth of the public sector.
- 5 Higher education will increasingly view the institution as a business.
- 6 Pressure for competing needs will continue to strain budgets of state supported universities/colleges. Private universities/colleges will increasingly emulate corporate models.
- 7 The pressure to increase alumni and corporate giving will continue.
- 8 Distance learning will be an increasingly common option in higher education, and will co-exist but not threaten the traditional bricks-and-mortar model.
- 9 Partnerships between universities/colleges and public/private sector entities will increase. Academic Libraries will increasingly partner with community colleges and public libraries to create joint-use facilities to economize on construction costs and support the distributed education model.
- 10 Universities/colleges will continue to look for new revenue sources. Tuition rates will increase at rates higher than inflation.
- 11 State supported institutions will increasingly seek creative financing arrangements such as bundling of revenue with non-revenue generating projects.
- 12 Students will increasingly view themselves as customers and consumers, expecting high quality facilities and services.
- 13 International student enrollment will rebound as barriers to foreign enrollment are rolled back.

- 14 Growth in staffing in higher education will be flat or decline slightly.
- 15 Academic institutions will focus their missions and streamline program offerings as part of cost reengineering.
- 16 There will be fewer tenure-track jobs.

**--Academic Libraries**

- 1 The library will increasingly be a focus of value engineering efforts.
- 2 Library deans/directors will increasingly come into positions of leadership through non-traditional career paths.
- 3 There will be an increased need for management skills development for librarians.
- 4 New organizational models will increasingly change the librarian's career path.
- 5 Academic Libraries will increasingly employ non MLS professionals for mid-level and senior positions. The average salary of non MLS professionals will approach that of librarians.
- 6 Increasing numbers of non MLS professionals in academic libraries will cause organizations to rethink how promotion, tenure and professional development apply to all library professionals.
- 7 Scientific/technical/medical publishers will continue to represent a major component of the serials market, putting continued strain on library budgets.
- 8 Growth in print monograph collections will slow as acceptance of electronic monographs gains momentum and additions from bound serials diminish.
- 9 Library construction will be increasingly oriented toward renovation of existing facilities and replacement of similar sized facilities, rather than building or enlarging facilities to accommodate growing print collections.
- 10 Scalability (how well a process works when its size increases) will be an increasingly favored concept in libraries. Examples are: web based tutorials; intelligent automated reference search engines; shelf-ready materials.
- 11 Just-in-case models of collection development will increasingly be questioned.
- 12 Libraries and universities will allocate increased amounts of library resources toward salaries, staff training and development, and enhancement of facilities.
- 13 There will be continued pressure on library materials budgets due to pricing pressure and availability of alternative information sources.
- 14 The Library web site will increasingly be viewed by patrons as a surrogate for the library itself, requiring that navigation be seamless and intuitive. Web interface software will increasingly be provided by commercial providers not considered traditional library vendors.

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