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The Royal Library is the National Library of Denmark and the Copenhagen University Library. Mission: The Royal Library works for education, research and information in the present and future. Vision: The Royal Library preserves the past, collects and enriches the present and increases its value for people, research, education and society in the future.

Strategic Agreement 2015-2018

On 1 January 2015, a four-year Strategic Agreement for the period 2015-2018 came into force. It was devised in conjunction with the Ministry of Culture Denmark. The Strategic Agreement is establishing the overall strategy and financial framework for the next four years. According to the strategy the Library will continue to advance as a digital library, while continuing to maintain the physical collections and its physical roots in both the national activities at the main library at Slotsholmen and at the faculty libraries on the various campuses of the University of Copenhagen. Specifically, this means that the Royal Library will focus on:

- Further develop the digital library for the management and dissemination of the collection.
- Continue to maintain, utilise and disseminate the physical collections.
- Have a presence in the physical world with creative faculty libraries, which have excellent academic environments and outreach activities and, at Slotsholmen to provide an excellent academic and research environment and a comprehensive dissemination programme based on the Library's collections and projects.

The strategic agreement will govern the activities in the Library and there are annual targets for the development of the Library. After the Strategic Agreement was drawn up, the Government imposed extra financial cuts on all state institutions. This will make the next few years particularly difficult for the Library, though without changing the strategic objectives.

The National Library

As a *National Library* the institution manages the nation's cultural heritage of both Danish and foreign origin in the form of published works (books, periodicals, newspapers, pamphlets), manuscripts, archives, maps, pictures, photographs and sheet music in analogue

or digital form, including the Danish part of the Internet in the Netarchive; and is documenting the intangible cultural heritage of everyday life.

The National Library will provide the best possible access to the collections for research, study and experiences. At the same time, the collections must be preserved, safeguarded and handed down to posterity. The institution conducts research into the National Library's tasks, functions, subjects and collections. As a museum and cultural institution, the National Library disseminates knowledge and experiences on the basis of tasks, functions and collections.

In 2015 extensive adjustments were made to the organisation of the National Library in two phases, so that the Library now consists of seven departments. First, in the spring 2015, the Legal Deposit Section was merged with the Preservation Department, and at the same time the Department of Digital Preservation was given the task of digital legal deposit, so that digital preservation and digital *acquisition* are now in the same department. In addition, the then matrix organisation of the National Collections was restructured into two National Collection Departments, each with its own Head of Department. Second, in autumn 2015 there was a further organisational change in connection with the dissolution of a part of the directorate structure of the organisation, *Digital Infrastructure and Services*, so that the National Library now also encompasses the Digitisation Department and the Section for of Digital Development and Dissemination. These changes have proved to have a positive effect on digitisation projects, because all features from retrieving, scanning and metadata-creation to digital dissemination are now better coordinated. This provides more flexible working procedures and improved project management, given that the entire process from start to finish is consolidated in the same organisational unit.

For several years, the introduction of legal deposit of e-books and legal deposit of the digital masters for printing of physical books has been a strategic objective for the National Library. There are still challenges to be solved before the goal has been achieved. The complexity of formats, compilation conditions and dissemination is huge. It requires analyses of the publishers' technical processing processes of their e-books and publications. One also has to take into account the preservation-related options and challenges. It is necessary to find the optimal work process to ensure the comprehensive provision of the digital masters for printing and a streamlining of the processes for both publishers and the Royal Library. Furthermore, the correlation between the production work flow for e-books and for printed books needs to be clarified, so that legal deposit of the digital masters for printing can eventually replace legal deposit of physical items, at least for certain types of physical books. One of the goals is to get the Law of Legal Deposit revised to create a legal basis for the introduction of digital legal deposit.

Retro-digitisation of the Library's collections: In 2015, the Royal Library's major crowd-sourcing project, *Danmark set fra luften – før Google (An Aerial View of Denmark – Pre-Google)* has been expanded to include a new, large part of Denmark: Zealand and Lolland-Falster. A private donation ensures that the Library will add approximately 900,000 more aerial photos to the almost 500,000 that are already online. Another project was the digitisation of the Royal Library's collection of medieval fragments and the entry of metadata. When this collection is published on the Internet, approximately 6,600 pages of fragments, mainly of Latin medieval texts will be available in facsimile form. This will give researchers of the manuscript culture of the Middle Ages access to vast material of cultural

importance. Another project to be emphasised is that the Library has digitised 14,000 photos by one of the 20th century's most important Danish art photographer, Keld Helmer-Petersen, whose collection of a total of 40,000 photographs the Library acquired in 2015. This digitisation is the first step in a process, which will be followed by further digitisation, research in the collection and a major retrospective exhibition in 2020.

An important step towards the digital library has been the retro-conversion of physical card catalogues to the online catalogue, REX. The retro-conversion began in 1993 and is now almost finished. It started with the card catalogues for the main Danish and foreign collections: first from the catalogue cards after 1960 and 1950, followed by the handwritten catalogues from 1482-1959 and 1450-1949. The Library then retro-converted printed and handwritten catalogues for special national collections, a wide range of special catalogues and card catalogues for the institute libraries of the University of Copenhagen. The Royal Library also contains a large quantity of printed publications, which are no proper books. This material is preserved in the Collection of Pamphlets and Corporate Publications. It includes annual reports and accounts, staff magazines, exhibition catalogues, price lists of goods etc. Information in the physical catalogues and physical indexes about this collection has now also been retro-converted to REX. Initially the retro-conversion was financed by the Library itself, later by special funds from the Ministry of Culture. In 2013 the objective of these funds were expanded, so there is now also funding available for metadata-conversion and format-adaptation of significant Danish catalogues, databases and other indexes of records, including digitisation/retro-conversion of the older, non-digital parts of the national bibliography.

As a museum and cultural institution, the Royal Library has the task of disseminating its collections, projects and functions through concerts, exhibitions, lectures etc. In 2015 the highlight of the Danish culture and music scene was the celebration of the 150th anniversary of the Denmark's great national composer, Carl Nielsen. This was celebrated both in Denmark and abroad. This involved initiatives, which included academic and popular publications of texts, scores and music, a new international Carl Nielsen chamber music competition, academic symposia, exhibitions, radio and TV programmes, and an abundance of concerts, a number of which were presented in the Queen's Hall of the Royal Library. Of the exhibitions is to be mentioned a major exhibition about the Danish author, Klaus Rifbjerg (1931-2015), who was one of the most important authors of recent years. The exhibition, *Klaus Rifbjerg – en digter af tiden (Klaus Rifbjerg – A Poet For Our Times)* presented his importance for Denmark's cultural life for almost 70 years as an author, public debater, editor and opinion leader. The exhibition was based on the extensive archive, which Klaus Rifbjerg has bestowed on the Library during many years.

The Copenhagen University Library
The main task of the *Copenhagen University Library* is to provide library services for the University of Copenhagen in general, and for the individual faculties in particular. The function of the University Library at the Royal Library is part of the Copenhagen University Library, which is a joint organisation across the Royal Library and the University of Copenhagen of all the libraries that serve the University of Copenhagen. The Copenhagen University Library is managed in accordance with an agreement between the Royal Library and the University of Copenhagen, which dates from 2012.

In May 2015 the organisation of the University Library changed its name. The Rector of the University of Copenhagen and the Director of the Royal Library decided that the future formal name for the whole library organisation at the University of Copenhagen should be *The Copenhagen University Library*. The former term, 'The University of Copenhagen Library Service' (KUBIS) was phased out. This is the conclusion of an organisational development over several years, which makes it much easier for users to understand the organisation of the University Library and its provisions for researchers, teachers and students at the University of Copenhagen.

Digital Services remain a high priority for the University Library. Specifically, in the field of e-books, the introduction of user-driven acquisition, known as PDA (*Patron Driven Acquisition*), has resulted in a significant increase in the use of e-books in recent years. This underscores the success of the e-book strategy. The overall use of digital materials from the University Library amounted to 13.8 million units: an increase of 8.3% compared to 2014. The use of e-periodical articles amounted to 6 million units of this amount: an increase of 8% compared to 2014.

Important innovation activities and projects of The University Library in 2015: *E-books*. One of the highest priorities has been to achieve a comprehensive and systematic coverage of e-book portfolios from major international e-publishers. In 2015 the Library succeeded in establishing agreements with many major publishers for the systematic acquisition of their e-book portfolios with comprehensive packages or in the form of user-controlled acquisition schemes. This includes agreements with one of the major aggregator systems, which specialises in the dissemination of literature from many different publishers, and agreements with a number of smaller publishers. *Labs/enriched learning environment* comprises the development of modern, library-based study environments and labs focusing on information technology and technological innovations, made available to users in special physical settings to support students' joint learning activities and group work. Six "labs" were established for the project, focusing on the themes of innovation, data analysis and visualisation, new forms of learning (active learning, peer to peer learning) and digital humanities. *Bibliometric* service involves the free provision of annual bibliometric analyses, developed in collaboration with faculties and departments in the university, and the provision of bibliometric analyses, which can be used by researchers: for example, in the context of the libraries' PhD education and in the context of appointments. Researchers have also been given direct access to the University of Copenhagen's research registration system (CURIS) and better tools for visual presentation of their research output. *Research Services - Marketing*: For this service the University Library has produced three video spots: Bibliometric Services; Copyright Services; and Open Access Services targeting researchers and PhD students. The videos are based on interviews with the library specialists in charge, complemented by selected video clips from teaching and tutoring sessions.

Financial constraints continue to make an impact on the task of the University Library. The increase in price of e-resources continues to be a considerable burden on the acquisition budget. In 2015, the rising rates of the US-dollar and the English pound resulted in double-figure percentage increases in Danish kroner. However, most foreign publishers, as a result, have accepted smaller price increases than previously. Of the Royal Library's total outlay on

digital resources of DKK 41 million per year, the agreement with the Elsevier publishing house, amounting to DKK 18 million per year, represents the largest individual financial item in the materials budget. Even though the price increase over the next few years will "*only*" be 3%, in itself it still represents a significant deterioration of the Library's budgetary situation on top of the other reductions of the budget.

Paradigm shift in the IT organisation

In November 2015, the executive board decided to close down a part of the directorate structure of the organisation, *Digital Infrastructure and Service (DIS)*, and based on the nature of the tasks, to integrate IT tasks and IT functions in the National Library, the University Library and the Administrative-Technical area. This organisational change has resulted in a crucial paradigm shift *from* the digital and IT-related features of the Library being consolidated in a separate unit *to* the digital features of the Library being organisationally integrated throughout the institution, where, in function and task terms, it is relevant. At the same time there has been a crucial *managerial* paradigm shift *from* the digital aspects of the Library being led by a director with specialist expertise in the field *to* the tasks being led by library generalists with knowledge of core tasks and the Library as a whole. For many years IT has been an integral part of the institution, its organisation, functions and assignments, further underscored by these organisational changes and in the present institution strategy.

Economy and Staff

The legislative framework of the Royal Library is laid down in the annual Finance Bill. There are separate legislative frameworks for legal deposit, theft protection and research. In the National Budget and the Additional Appropriation Budget 2015, the Library had a grant of DKK 342 million. Overall, together with additional resources, in 2015 the Library had DKK 394 million at their disposal. DKK 181.4 of this went on salaries; and DKK 212.6 million on other expenses. Approximately DKK 120 million covered expenses for the Library's buildings. In 2015 the overall work force amounted to the equivalent of 417.7 FTEs. The number of FTEs dropped from 424.8 in 2014 to 417.7 in 2015. The 417.7 FTEs are the equivalent of a total of 664 people employed by the Library. Of the 417.7 FTEs, only about 323 of these are financed by budgetary appropriation and other revenue, but the rest of the activity is due to the library's sale of services, revenue-funded activities, grant-funded research and participation in the employment of persons on special terms.

Library Acquisitions

Accounts for acquisitions in 2015 (i.e. accounts for the acquisition of books, periodicals and other types of material in physical and electronic form, along with binding) totalled DKK 48.3 million. Of this amount, DKK 4.6 million was used for the National Library obligation and DKK 43,7 million for the University Library obligation.

Most of the acquisitions for the *National Library* obligation are not reflected in the figures, because the majority of the material is acquired through legal deposit and bequests. Particularly, it should be emphasised that legal deposit leads to the acquisition of digital works, which are published on the Internet. This is done via web harvesting. DKK 1.571.600 was spent on the acquisition of special types of material – manuscripts, archives, photographs, maps, sheet music, musical manuscripts, intangible cultural heritage (Danish Folklore

Collection), Orientalia and Judaica. The Library purchased text books and reference works to the value of DKK 47.400 for the centres and interdisciplinary acquisitions. The Department of Preservation spent DKK 504.000 for binding materials and better preservation conditions.

In terms of printed documents, the accounts for the *University Library* budget are divided into subject accounts, which correspond to the subject areas of the University of Copenhagen. The University Library spent a total of DKK 43,7 million, the greatest part of which was the cost of digital materials: DKK 41 million. The cost of digital materials now represents 94% of the total expenditure. The Royal Library will continue its strong focus on the accumulation of digital collections and access to digital information.

Key figures, 2015

1.251.936	visitors at the library's locations
4.443.197	visits at the library's website www.kb.dk
43.254.533	page views at the library's website www.kb.dk
9.123.221	bibliographic records in REX catalogue
5.978.556	searches in the library's online bases
1.556.585	stock of electronic documents in total (number of titles)
35.417.074	physical units in total
198.522	shelf metres in total
226.461	gross acquisition of conventional material types, physical units in total
11.366.323	loans, excl. renewals
2.429	seats in the Royal Library's reading rooms and centres (total number)
223	seats in The National Library's Reading Room West and in Centre reading rooms and study seats in the collections*
20.961	guests in The National Library's Reading Room West and in Centre reading rooms and study seats in the collections*
23.869.142.894	objects in the Danish Internet Archive, Netarkivet
675	terabytes in the Danish Internet Archive, Netarkivet
	under security surveillance