Annual Report 2002
The Royal Library
Denmark
www.kb.dk

Management of the library; performance indicators, planning, decision-making, evaluation, mission statement

As the national library of Denmark The Royal Library administers the national cultural heritage in terms of published works (books, periodicals, newspapers, leaflets), manuscripts, archives, maps, pictures, photographs and music in conventional and digital form. The Royal Library must provide the best possible access to the collections on present-day conditions for the purpose of research, studies and experiences, while at the same time making sure that the collections are preserved, secured and will be handed on to posterity.

As university library for The University of Copenhagen and national main subject library, The Royal Library does make the at any time most relevant and comprehensive collections of scholarly literature available for research and further education at the University of Copenhagen and for the country as a whole within the fields of humanities, theology, social sciences and law.

As a research institution, The Royal Library carries out relevant research within the library's tasks, functions, subjects and collections.

As a cultural institution and museum, The Royal Library has, due to its function as national library, a special obligation to mediate knowledge and experiences within that part of the country's cultural heritage for which the library is responsible.

Balanced Scorecards and activity-based accountability systems are used for the management of the library.

Handling of electronic publications and formats, including new legislation

The objective of The Royal Library's digitisation of its collections is to provide easier access to the national cultural heritage by making available authentic digital editions of important national works via the net to research, education and anyone else interested - both in Denmark and abroad.

In 2002 the library accomplished two major tasks by making part of the written Danish cultural heritage available in digital form on the net via the library's web servers. *Arkiv for Dansk Litteratur* (ADL – Archive for Danish Literature) and the periodical *Illustreret Tidende*. Both works are so extensive that the library has chosen to make them available both via the library's general access to electronic works (ELEKTRA on www.kb.dk) and via independent web sites (www.adl.dk and www.illustrerettidende.dk).

Arkiv for Dansk Litteratur comprises about 150,000 pages, covering 70 major authors' complete works. This represents a selection of the most important works from the 1100s till 1931. The content of ADL is restricted by copyrights which as a rule apply until 70

years after the author's death. As copyrights expire, the library will be adding to the content.
ADL fulfils several purposes. It offers tools for research and studies in digital form to scholars and students, and authentic complete works are made available free of charge and directly to all with access to the net.

Illustreret Tidende 1859-1924 was a family weekly which in text and pictures covered all aspects of events and conditions at that particular time. It is therefore an exceptional documentation of how one saw and described these events at the time of happening. The work comprises about 55,000, several-column pages in folio format with about 35,000 illustrations.

Both *Arkiv for Dansk Litteratur* and *Illustreret Tidende* fulfil the national library obligation and contribute to carrying out the task as university library on the premisses of the digital information mediation.

The library has been able to realise these tasks because it has been working purposefully on digitisation and web publishing for a number of years and in this way has gained the necessary professional and technological prerequisites for the work.

Funding

Following the general election in November 2001 the new government presented in January 2002 a national budget that resulted in major cuts in the public sector, which also affected The Royal Library. The budget meant that the savings already announced had to be introduced as well as further and considerably greater savings taking effect already from 2002 and increasing over the following years, so that the government grant was reduced by a further 12,3 mil. DKK (8,8%) up until 2005.

Because of the library's special expense structure which means that half the grants are earmarked for fixed expenses such as for example buildings, it really hurts when it comes to a reduction in staff amounting to 39 jobs being lost up until 2005. It meant having to sack 25 members of staff already in 2002. This is one of the largest cuts for generations.

In view of these extensive cuts in the economic frames from 2002-2005, the library has chosen to act pro-actively in its restructuring in order to create room for manoeuvring by a prioritisation and adaptation of the library's tasks and organisation to the economic frames. This releases resources for taking care of the innovative activities which are essential for the library's being able to complete its prioritised tasks within the time limit.

The Royal Library's principles for the combined organisational change and the cuts can be summed up like this:

1. The main services to the users will be maintained as far as at all possible, but it does mean that the number of service functions is reduced, as the circulation and

information desks are combined, and the servicing capacity reduced, as well as the individual, specialised advisory service.

2. In order to obtain the necessary rationalisations those advantages have been stepped up which can be gained through the development of the digital side of the hybrid library with extended e-usage, e-services and self-service. This will result in a swifter reorganisation from traditional, physical tasks and services into electronically based services.

3. Organisational changes will simplify the organisation, reduce costs and help focusing on fewer tasks in those units that serve the entire library. Therefore the organisational division into national and university library functions has been revoked.

These principles have been applied in the preparation of the library's budget for 2003-2005.

Legislation

There have been no major changes in legislation which would affect the library and its missions. The Royal Library's tasks are described in the annual National Budget and in the legislation concerning legal deposit.

Buildings

A new university library building on the university campus at Amager is expected to be ready by 2006. It will be an extension of the existing building, which consists of a storage area, an office wing and a public area as yet unfinished. The extension is supposed to include a new university library for humanities with facilities for the public.

The work has been divided between what is directly associated with the preparations for the new faculty library, and the work with emergency plans for housing the ever growing volume of books, as the existing stacks are more or less full.

Staffing matters

The large cuts in the library budget made it imperative to cut jobs to the equivalent of 26,1 fte, and necessitated sacking 25 members of staff which took effect from the end of 2002.

At the same time a new organisation was agreed upon, operating from 1. January 2003, where 5 departments were closed down and 5 new ones established, based on the principles for the new organisation. Add to this some adjustments in the tasks and focus areas in all the remaining departments. This meant that the majority of the members of staff were given new tasks.

First management was offered new jobs and next a number of specialists and research librarians. Finally all the library assistants, librarians and checking officers were affected by the organisational changes and given the opportunity of being moved to the new departments. In July all members of staff were informed which department they would be working in.

The second half of 2002 was characterised by an extraordinary number of training courses. The library has offered the staff the chance of further education in house, i.e. internal courses of various descriptions within computer science, library related subjects, economics, languages and personal development. The staff has also had the opportunity of individual training for a PC-driving license via an internal e-learning system (via the library's intraweb or on CD-ROM) and the library offers a final test carried out by an authorised test centre.

The extensive retraining of the staff meant that registration of 'learning by colleague' was systematised in the autumn and a special form prepared to be used as documentation. On the form which is signed by the instructor and his superior, time and place of the training is noted, as well as aim, content and not least the result aimed at – reflecting what the person is capable of after the course.

In September 2002 the first 360 degree management evaluation was carried out, based on *Norms for professional management in The Royal Library*. This gave every member of staff the opportunity to 'test' the library's management. The result is very satisfying and will be looked at closely at the beginning of 2003 with a view to further development.

Appraisal interviews are the pivotal point in the library' competency development, and the concept for the interviews has been adjusted according to the organisational changes such as people having to change department or function.

Information technology and networks

In August the library upgraded its library system REX with an upgrading of Aleph from version 12.2 to 14.2. For the users this meant two immediate improvements. First of all, it is now possible to renew all loans in one go, and secondly the search words applied are now marked in the records shown. Another important feature is that the new version is based on UNICODE which means that the system can handle all character sets.

During the first six months of 2002 the IT-department developed a remote access solution, based on the so-called rewriting proxy. The system entails that all links to electronic resources are being rewritten, so instead of giving the address of a supplier, it states the address of the library's server which then handles the request in relation to the supplier. The returned web page is similarly rewritten, so that links still refer to the server. The advantage from the user's point of view is that the solution requires no special installation on his own machine – it all happens in The Royal Library. The users are access-controlled via a so-called LDAP-server (Lightweight Directory Access Protocol), and it is possible here to make a very fine-meshed access control to the individual resources, based on faculty affinity etc. The solution used is based exclusively on Open Source software, i.e. no expenses as far as licenses are concerned. The solution is adapted to the conditions in The Royal Library, which i.a. include the possibility of re-

routing from Copenhagen University's portal and from Denmark's Electronic Research Library's periodicals portal.

The digital library

The year 2002 has – like previous years – been very much influenced by IT developments. The Royal Library has considered it important to try to ensure that the research libraries got a collective IT-lift so that they together would be able to match the digital challenges and make available e-based service to the users in an up-to-date way. In this we have no doubt been successful.

Denmark's Electronic Research Library (DEF) started as a 5-year project and following an evaluation has gone into permanent operation in 2003. The Royal Library has supported DEF from the very beginning. It is not easy to find any country whose research library sector offers the users a more far-reaching e-service than is the case in Denmark. Basic communication networks have been further developed. All research libraries have got up-to-date online library systems. The electronic resources such as e-journals and databases have during the DEF-period been considerably extended and now also made available from the individual user's PC. Both locally and in a DEF-context work has been going on with forms of web-based information mediation such as subject gateways and common subject links collections. The Royal Library has contributed to the music portal *The Virtual Music Library* from 2001, the art and architecture portal *Arcade*, completed in autumn 2002. Other portals are on the way.

The work on making available The Royal Library's card catalogues and selected bibliographies via the online catalogue REX has continued in 2002. The retro-conversion of the card catalogues has now reached the point where the work can no longer be done automatically, but requires a manual effort. Those cards are for the most part hand-written and often in Gothic letters. Consequently the major part of the retro-conversion work is now no longer going on in the IT department, but in the departments responsible for the collections. The IT department has completed the retro-conversion of Danish Historical Bibliography.

Legal deposit of materials

According to the Act on Legal Deposit, works published in Denmark, whatever the medium, must be deposited. The printed medium is still the most common one. Books, periodicals, annuals, newspapers, leaflets, trade circulars, price lists, house journals etc. are despite the challenge from the Internet, being published in greater numbers than ever before. What seems to be happening is that a book, a periodical or a brochure is published both in printed form, on the net and sometimes also on CD. All three forms of publication are subject to legal deposit.

Only one copy of each edition is placed in the national collection, which means that duplicates and unaltered editions are discarded. One copy is preserved in The Royal Library and one copy in The State and University Library in Århus.

As regards legal deposit we are operating with two prioritisations that support each other. One is that handling and incorporation of the physical works must be done in such an efficient and rational way as to obtain rationalisations enabling us to handle an increasing volume. The other prioritisation happens in Internet publications where we are

working hard at gaining experience of alternative ways of securing both preservation and access to net publications for posterity. We are working on at strategy for net harvesting where all relevant Internet publications are gathered by way of a harvesting machine whereupon they are made available on Internet conditions. The State and University Library and The Royal Library are working on this together with several other partners.

Acquisitions

A great number of recent acquisitions have been received as donations or acquired through purchase from private persons or at auctions.

From an antiquarian bookshop we have purchased a Latin Psalter manuscript from the 13. century, done in France for a Dane associated with the diocese of Roskilde.

At a Danish auction we have acquired an incunabulum in a contemporary binding, made in Bordesholm Monastery. (Content: Sermons by Bernhard of Clairvaux).

In 2002 The National Museum of Illustrations in The Royal Library has received a very impressive gift from the Danish illustrator, Bo Bojesen, who has donated the museum his entire collection of original illustrations – about 6,000 drawings.

The library has also acquired - for the oriental collections - a pocket size book with a collection of quotations by Mao Zedong, collected and published by general Lin Biao in order to ingratiate himself with Mao Zedong. In 1966 this edition formed the basis for the famous *Mao's little red book* which the red guard used during the Cultural Revolution as a revolutionary 'bible'. This edition from before it became *The little Red* is extremely rare.

Preservation & Conservation

In 2001 the Government's Cultural Affairs Committee arranged a hearing entitled *Preservation of our cultural heritage* and subsequently submitted a report which encouraged the minister to instigate two studies into the preservation of the cultural heritage, one dealing with the physical and the other with the digital cultural heritage.

Following this the Government's Cultural Affairs Committee has visited the library in April 2002 and was then made aware of the preservation situation. The most important and cost effective tool for the prolongation of the lifetime of the collections consists of an improvement of the preservation environment. The more fragile the materials that have to be preserved, the more important the quality of the stack. When these conditions have been secured and the condition of the materials thereby stabilised, some objects will still need - or are going to in the future - an active conservation effort in order to ensure their continued usage and mediation.

The report from the Ministry of Culture is to be completed in 2003. The Royal Library hopes and expects that the report will mean the backing and understanding of the necessity of prioritisations and increased financial support.

Services to readers

The aim is for an increased usage of the library's collections and facilities, but at the same time a shift towards a major increase in the usage of electronic loans.

All in all the anticipated shift towards using materials in electronic form is beginning to take effect, but this also reflects new borrowing habits. The number of physical loans has fallen, and the same applies to reading room loans. On the other hand, and following a restructuring of the research library statistics, the library now records all photocopies which replace ordinary loans.
The number of renewals is increasing. The borrowers can themselves renew their loans via the Internet.

The number of electronic loans has risen, due to the electronic license charged resources which have been greatly augmented in 2000. The electronic loans are furthermore based on electronic collections, produced by the library itself, cf. following paragraph. In the autumn 2002 a new facility was established *Distance usage of electronic resources* which makes it possible for students and employees at the University of Copenhagen to gain access to the electronic resources from their own PCs.

Overall the number of visitors to the library's three service points in Copenhagen has been increasing. The increases have been at Fiolstræde and Slotsholmen, whereas Amager has experienced a small decline. Number of visitors to the reading rooms has increased. This applies particularly in the cases where the students use the facilities in Reading Room East and Reading Room North. As regards Reading Room West (for researchers) the number of visitors is unchanged.

Finally it should be mentioned that the library's web www.kb.dk has been developed into being the main access point for advice on how to use the library. The number of visitors has increased during 2002.

Cultural events, exhibitions and publishing

One of the library's goals is to promote knowledge and experience in relation to that part of the cultural heritage for which the library is responsible. This is to happen via exhibitions, events, lectures, conducted tours, concerts etc.

Together with other cultural institutions The Royal Library joined a co-operation project called *Det moderne gennembrud (the modern break-through)* 1870-1890, with joint activities in September. As part of this The Royal Library in the autumn put on two major exhibitions, one web exhibition and 30 lectures, panel discussions, seminars and music and theatre events. The various activities were co-ordinated in order to attract more attention to the library's culture-promoting activities.

The exhibition *Udlængsler- da Danmark erobrede virkeligheden* (the call of foreign places – when Denmark conquered reality) was a major thematic exhibition of the most important events and players of the period. The National Museum of Photography arranged the exhibition *Verden set på ny* (the world rediscovered) which illustrated the interplay between the photograph and the art of painting in Denmark during the period 1840-1900.

Apart from the physical exhibitions an even bigger web exhibition was staged, called *Georg Brandes' skrivebord/Brandes Studio* (Georg Brandes' desk). This exhibition is also available after the physical exhibitions end.

The 30 events which were associated with the themes of the exhibition attempted from a number of angles to put into perspective *Det moderne gennembrud* internationally, culturally, politically, socially, scientifically, in terms of the media and artistically.

All through the year the library has put on a great variety of exhibitions, including exhibitions arranged by the National Museum of Photography and The National Museum of Illustrations. There have been concerts in the Queen's Hall, featuring classical music, recently composed music and jazz. Finally the library's culture club, The Diamond Club, has arranged lectures and discussion evenings.

The musical work Catalogue by the composer Fuzzy is a new artistic embellishment in The Black Diamond which was presented in January 2002. As a resounding ornament in the large atrium of the building every day for about three minutes electro acoustic music consisting of a total of 52 compositions can be heard - one for each week of the year. The music is inspired by works from the library's collections. They are played off via a computer-run 12-channel installation where each high-speaker can be individually programmed. Every day at 13.00 it is possible to turn your eyes away from your books, stretch your legs and for three minutes enjoy the large room being filled with music. This work has been received extremely positively by the users.

The general goal for 2002 has been to maintain the number of visitors to exhibitions and to make a special effort to increase the number of concert guests and the number of visitors to special events. All in all this goal can be said to have been achieved. It turned out that there has been a keen interest in those events which were associated with traditional exhibition activity.

Library co-operation

The most important joint project has been Denmark's Electronic Research Library, (see the section on The Digital Library).

The Royal Library co-operates with all research and public libraries in a joint network, DanBib, for the exchange and reuse of catalogue data. The library also co-operates on www.bibliotek.dk, which is a common online order system which can be used by everyone. Finally, The Royal Library participates, together with other large university libraries, in the DEF-Catalogue which is a joint catalogue search system, based on Z39.50, as well as in document delivery via Book to the door, which is an online order system where researchers and students all over the country can have their requests delivered anywhere in the country.

The Royal Library hosts a library system community, consisting of 14 research libraries as well as 24 institute libraries under The University of Copenhagen's Faculty of Humanities. This common effort means that The Royal Library contributes to the establishing and running of the library systems in the libraries in question. It is up to the individual library how the

library system is to appear to the users of the library. Thus the library users will not necessarily discover that when using the library system they are in fact using servers placed in The Royal Library. The Royal Library also takes part in development projects, in so far as these fall within the area of competency that the computer department staff possess. In 2002 The Royal Library has for example developed picture bases within the framework of Aleph.

The Royal Library has a contract with The Royal Theatre on staff management and administration of The Royal Theatre's Library and Archive. The library and archive has been upgraded in computer terms, has been better exposed via the web and a long-term preservation strategy is in progress for the collections placed in the archive.

Major celebrations

The Royal Library and the book publishers G.E.C. Gad A/S have instituted a research promotion prize, named after the director of The Royal Library 1901-1924, H.O. Lange. The prize is given to a person, a group of people, an institution etc. who through a single piece of work, a life's work, a collective work or other forms of mediation has achieved something spectacular to the benefit of Danish or foreign research in relation to a broader audience. The prize is awarded on the birthday of The Black Diamond - 15. September. In 2002 the prize went to the historian, specialising in the time of the Danish occupation, Hans Kirchhoff, PhD, Institute of History, Copenhagen University for his most recent book *Samarbejde og modstand under besættelsen. En politisk historie* (Co-operation and resistance during the occupation).

Other notable information

As a research institution The Royal Library is obliged to conduct relevant research and mediation of research concerning the library's tasks, functions, subjects and collections. Research has as its strategic aim to exploit the collections through the library's special competency, mediation, in order to support and facilitate access to these for researchers, students and 'culture users'. Altogether the aim is to promote new knowledge, special insight and cultural experiences and to ensure new access to relevant and valuable research material in the future.

2002 was an exceptionally productive, successful year that saw the completion and publication of both major research projects and prolonged mediation projects as well as the launching of new ones, financed by the library's own as well as external means. The central, prioritised action lines are i.a. political history, cultural and contemporary history, musical science, history of literature and orientalistics.

The library has during 2002 published works within the subjects of history, musical science, written music, history of literature, history of photography and scientific catalogues.

Organisation chart

As part of the reorganisation of the library the following departments were closed down as from 1. January 2003: Danish Department, The University Library Division, Information & Documentation Department, Lending Department, Digitisation and Web Department. All internal councils and committees were likewise abolished, apart from The College of Senior Librarians and statutory committees and those decreed by circulars.

The following new departments have been instituted: Legal Deposit Department, Public Services Department, Main Collection and Document Delivery Department, Library Purchases Department and The Department for Documentation and Digitisation.