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1.- Management of the library: performance indicators, planning, decision-making, evaluation, mission statement

There are no variations on last year's report and the following text is consequently taken from that document:

The manner in which decisions related to short-, medium- and long-term planning are taken is complex and difficult to simplify, since each circumstance, project or subject involves its own particular process. However, in general terms, it may be said that, broadly speaking, the long-term action lines in respect of personnel, budget or equipment are prepared by the Royal Board of Governors (Real Patronato), which in turn submits them to the Minister.

The report of the Royal Board of Governors is prepared by all or part of the National Library’s management team, composed of the members of the Management Board (Managing Director, Technical Director, Manager and departmental managers), made up of a total of 14 people. This is usually based on statistics related to bibliographic resources received, times and cost of the processes and number of readers, together with the opinions and comments received from the Institution’s researchers and professionals.
Another of the sources considered when taking decisions is general trends in the world's leading libraries, of which particular account is taken in the field of standardisation and new technologies. The latest developments are studied, the degree to which they are implemented on the international library scene and existing experiences are analysed and these are then adapted to the national system by working teams made up of specialised technical personnel.

In the case of projects related to infrastructures (works, equipment, etc.), Control Plans are established, such as, for example, the Plan established in 1987 to carry out the extensive work involving the refurbishment of the National Library. This was made necessary by the length of time required, estimated at 13 years, and was prepared by an architectural studio.

2.- Handing of electronic publications and formats, including new legislation

In the course of the year 2000, a system to access electronic publications in CD-ROM format was installed in the Library’s Intranet. The system is fed with the publications sent by the different departments. To date, there are thirteen such publications which can be viewed from any Intranet access point. Likewise, there are several CD-ROM jukeboxes to make electronic publications directly available on the same system. A project is currently in progress to integrate these units in the Intranet viewing system, thus providing a single access interface.

3.- Funding

The 2000 General Annual Budget was 5,944,027,000 pesetas (35,724,321 euros), 81,818,000 pesetas (491,736 euros) more than in 1999, which represents a 1.3% increase. The reason why the budget of the previous year was maintained is that the remodeling works, to which a very substantial part of the budget has been allocated over recent years, are now complete. In 1998, the budget increased by 46.6% to speed up completion of the works by investing a sum which, initially, was to have been distributed over a two-year period. A total of 2,815,000,000 pesetas (16,918,490 euros) was invested in the year 2000, which was used to complete the aforementioned remodeling works.

4.- Legislation

The National Library has not undergone any change in its legal status. The only modifications are those relating to the article on its Royal Board of Governors, with the number of appointed members being increased to a total of 20 (Royal Decree 1594/2000 of December 1st).

5.- Buildings

The Library was forced to reorganise the services it provides to assist researchers and laboratories, with the consequent impairment of service quality, due to the
remodeling works in progress, which were initiated in 1987 and which concluded in 2000.

As a continuation of the Control Plan for the Paseo de Recoletos building remodeling work, the restoration of the large Reading Room, the access thereto and the room for consulting OPACs and catalogues was undertaken in 1999 and finished in 2000. This also affected the Manuscript, Incunabula and Rare Books Department, Bibliography, Cartography, Scores, Sound and Audiovisual Recordings, and definitive accommodation also had to be found for the Information Office, Public Reprography and Exchange of Publications.

Finally, on December 13th, in the presence of their royal majesties, the King and Queen of Spain, the new areas were inaugurated and the completion of work celebrated. The only outstanding issue involves the adaptation of the air conditioning and the height of the storage spaces for Manuscripts, Incunabula and Rare Books and Cartography, and the installation of the laboratories of Reprography, Binding and Restoration, which will take place in the course of 2001.

The two new stacks at the National Library’s headquarters in Alcalá de Henares were also finished. One of them is computerised and it is here where the most frequently requested documents will be held.

As in previous years, this work continued to dominate the Library’s activities throughout the year 2000.

6.- Staffing Matters

There has been a gradual decrease in the library’s staff in the last few years, with the number falling from 600 workers to fewer than 500. From 464 people in 1999 the number has dropped to 450 in 2000, the greatest loss being again that of the technical librarians. It appears that these specialists are able to find better salaries and prospects of promotion in the libraries of universities, ministries or Spain's different autonomous regions.

This exodus of personnel is particularly being felt in the services rendered to readers and in the technical processing of incoming material, which is almost impossible to keep up to date. The library has had to rely on personnel furnished by private firms and on student interns working under expert supervision.

In order to solve this serious problem, the Director General asked Work Inspectors at the Ministry of Education, Culture and Sport to draw up a report on the situation and the most pressing real needs. The result of this analysis was the confirmation that an additional 179 people would be required to carry out the work currently being undertaken by National Library staff, even without taking into account any possible new projects. It is to be hoped that a solution will be found to remedy this state of affairs over the next few years.
7.- Information Technology and Networks

In the last quarter of 2000 and the first quarter of 2001, the Library’s central computing systems have been virtually renewed, incorporating new servers in both the Ariadna Catalogue and in the office technology applications in use, the mail server and so on.

The network was completed with the incorporation of new rooms and the total number of PCs operating has increased to about 600.

In the stacks in Alcalá de Henares, one store room has been computerised with a robot which permits the automatic retrieval of books. This is currently still being set up.

During 2000 a total of 77,550 works were catalogued (including monographs and periodicals), 94,730 works were classified, 22,828 records of authority were made as well as 173,930 holdings.

In 1991 the library began the process of reconverting the manual card catalogues. The items affected were those that had come into the library before 1982, and the reconversion is being done over what was the library’s central card catalogue using alphabetical order. In 2000, all modern monographs after 1830 were included in the data base, namely a total of 1,700,000 different titles.

A total of 135,476 bibliographic records and 338,701 holdings were incorporated in 2000, thus completing the integration of the modern monographs in the data base.

The bibliographic records of works previous to 1830 have been reconverted but have not as yet been integrated into the system.

All of the titles of periodical publications since 1998 have been integrated and the database is updated daily.

The collective Spanish periodicals catalogue has been available on line since 1994 and contains 71,953 records (576 new titles) with a total of 340,651 assets (3,648). This is updated on a daily basis.

Where the processing of special materials is concerned, the figures for these, the books related to them and their resources are as follows: Drawings and Engravings Department 16,785; Cartography Department 18,910; Scores, Sound and Audiovisual Recordings 14,483; Manuscript, Incunabula and Rare Books Department 2,179.

8.- The Digital Library

A head of the Virtual National Library has been appointed to define development strategies. However, we are now completing the presentation project (in
Intranet/Internet) for digitised assets and the project involving the viewing of virtual collections has also commenced. Future developments will depend on the direction in which it is decided the Virtual National Library should head. In addition to this, the different departments have begun to tackle the digitisation of some collections and, in certain cases, their presentation off-line in separate rooms (today’s press, etc.) is now taking place.

9.- Legal Deposit of Materials

The National Library receives the following by Legal Deposit: three copies of monographs with ISBN and two copies of monographs without ISBN; three copies of musical manuscripts; two copies of each periodical publication; two copies of each minor publication (pamphlets, posters, prints, etc.) and at least one copy of each electronic and audiovisual document.

A total of 124,493 titles of all types (22,487 fewer than in 1999 and 45,770 fewer than in 1998) have been received by Legal Deposit. This drop is due to a reduction in the actual output of Spanish publishing houses rather than a lesser degree of compliance with the law. The only exception to this general downward trend is an increase in the number of discs of long duration published and the number of CD-ROMs. The drop in microfiche output may be due to the fact that a part of these are now being published in electronic format, most notably on CD-ROM.

It is worth noting that the number of titles being printed in Spain but which are not to be distributed here is on the increase, as is the number of titles that are not received by Legal Deposit because they have been printed abroad (although part of these is successfully obtained by the National Library where they have been explicitly requested from the publishing houses who are known to print elsewhere).

It is estimated that the Spanish law regarding Legal Deposit, which endows the library with copyright status and requires a copy of all publications to be deposited in it, is observed in about 95% of cases.

10.- Acquisitions

At the National Library, there are two departments responsible for acquisitions: the department responsible for acquisitions, exchanges, donations and Legal Deposits, (which is known simply as the Acquisitions Department) and the Bibliographical Heritage Department, which is in charge of acquiring works that are missing from the Library, whether these be from old collections or from the nineteenth and twentieth centuries (including special materials; maps, drawings, photos, written music, etc.).

The Acquisitions Department bought 9,888 modern books and 2,671 periodical publications. The budget for these acquisitions was 149,000,000 pesetas (895,508 euros), Ptas 29,396,414 more than in 1999 (176,676 euros).
The budget for the acquisition of materials that form part of the bibliographical heritage, acquired by the Bibliographical Heritage Department, totalled 198,000,000 pesetas (1,190,003 euros), which allowed, for instance, the acquisition of 64 manuscripts, 14 incunabula, 115 printed items from the 16th to the 18th centuries, 180 printed items from the 19th century, 573 printed items from the 20th century, 65 maps, 222 photographs, 11 drawings and 102 wax cylinders.

Particularly noteworthy is the substantial increase of 35,000,000 pesetas (210,354 euros) in the budget assigned to acquisitions, although this has mainly been allocated to expanding the library's historical heritage.

The National Library receives donations from individuals, institutions, and international bodies, for whose publications it is the legal depository in Spain.

In 2000, 1,369 such titles were received. This figure is quite different from that offered in previous reports, since until this year the statistic given referred to volumes, whereas now only titles are considered, as is the case with the other entries catalogued and processes undertaken by this institution.

The Library has an exchange system involving 422 different institutions from all over the world, mainly in Europe and the Americas. The number of monographs received as exchanges totalled 1,582 (a small increase in relation to 1999). The number of periodicals received as exchanges totalled 1,465.

Generally speaking, there has been a slight drop in the number of entries the Library received in comparison to the previous year.

11.- Preservation & Conservation

The National Library has an array of services for the conservation and preservation of its collections – binding, restoration, microfilming, digitalisation – although for projects involving bulk quantities it relies on outside help from private companies. The more specialised and delicate work on unique documents is always done in the Library's own laboratories.

In the year 2000, of a total of 6,800 books were bound, 669 of which (601 more than in the previous year) were done in the National Library's laboratories. As some of the laboratories had to be moved during this time, the total number of restorations of books, magazines, musical manuscripts, maps, etc. was only 713 (96 less than in 1999).

Continuing with a project that was begun over a decade ago, 9,691,936 photograms of microfilm were taken this year (5,373,804 more than in 1999) by private firms. In the Library's own laboratories, 1,108,901 original photogram were taken, in addition to duplicates and copies on paper, taking the total number of additional photograms to 813,519.
A total of 19,889 photographs were also taken of these.

In the course of the year, a total of 1,627,921 (1,756,639 in 1999) direct photocopies were made of modern holdings requested by the general public. This figure does not include the direct photocopies made in the specialist departments, such as the Manuscript, Incunabula and Rare Books Department for instance, where 68,374 such copies were made.

The digitalisation plan has been discontinued until a more efficient system for the control and retrieval of digitalised images has been developed.

12.- Services to Readers

The Spanish National Library building on the Paseo de Recoletos offers services to its readers from Monday to Friday between 9 a.m. and 9 p.m. and on Saturdays from 9 a.m. to 2 p.m. These services include bibliographical information, the reproduction of documents, interlibrary loan, etc. A web page has also been designed (http://www.bne.es) which provides information on its services and cultural activities as well as access to catalogues.

The year 2000 saw a slight decrease in the number of readers who visited the library. The total number was 206,353 (-6.36%). The decrease in the previous year was -9.43%, falling from 243,358 in 1998 to 220,389 in 1999 for all reading rooms taken as a whole. This decrease in the use of reader services has been partly due to the inconveniences resulting from the refurbishment underway, and partly to the extraordinary increase in the number of readers who consulted the indices through the Internet, who were more numerous than actual visitors to the library.

In 2000, 29,019 library cards were provided for the consultation of OPACs, catalogues and reading rooms. This represents a further decline in the number of cards requested compared to 1998, when 34,656 were issued and 1999, when the figure was lower again at 32,720.

There was a considerable decrease in the demand for interlibrary loans in 2000, with 4,910 requests as compared to the previous year’s 7,437 (-51.4%).

The number of holdings consulted in all rooms except cartography, which has been closed, totalled 360,172 documents (an increase of 4,702 documents, equivalent to 1.3%).

Other consultations were made by post, e-mail and over the telephone, although not all of these are recorded in the annual reports of the different departments. Where a record has been kept, the figures are as follows: consultation by post and e-mail (6,100); by telephone (66,129). This last statistic also includes consultations of the General Information Section which have been recorded for the first time.

13.- Cultural Events, Exhibitions and Publishing
Due to the works in progress in the areas used for dissemination in the Paseo de Recoletos building, including the exhibition halls, conference hall, etc., the exhibition schedule for the years 1999-2000 was cut back drastically and, to a great extent, postponed until the year 2001.

The National Library was consequently only able to organise one exhibition this year: *Monsters and Imaginary Creatures at the National Library*, although other institutions were able to put on two further exhibitions, namely *Calderón and Spain in the Baroque Era*, to celebrate the fourth centenary of the writer's birth and *Expolibri 2000*, which exhibited the best books published in the last century, showing how the graphic arts have evolved over this period.

In its continued efforts to publicise its bibliographic resources outside its own headquarters, the National Library sent out many items on loan to be shown at 40 different exhibitions. Most of the themes were related to the commemoration of Spanish kingdoms under Charles V and the cultural manifestations of this period for the five-hundredth anniversary of the Emperor's birth.

Nor has the National Library held any conferences during this period since the refurbishment work also affected the auditorium.

Publications included *Bibliografía Española* on monographs, periodicals, printed music, video recordings and the media on which they are produced (paper or CD-ROM) and *Catálogo de Autoridades*, which the National Library is obliged to produce by virtue of its statutes. However, in addition to these, it also published a new volume of the *Inventario General de Manuscritos* and a catalogue for the exhibition *Monsters and Imaginary Creatures*. A number of rare books were co-published in facsimile form, including Cisneros's *Misal Rico*, Skylitzes and *Psalle et Sile* by Calderón.

The amount invested in publications totalled 22,000,000 de pesetas (132,222 euros).

**14.- Library Co-operation**

The comments in last year's reports are also applicable this year. Since the legal status of the National Library has not changed, neither have its ties with the Spanish library network, which it continues to head.

However, a special mention should be made of the consolidation of the autonomous library networks. This affects the National Library both in terms of controlling legal deposits and cataloguing collections. It implies close co-operation with those autonomous regions which publish in languages other than Spanish (Catalan, Basque, Galician, etc.).

For both cultural and historical reasons, the Spanish National Library’s principal areas of collaboration are with Europe and Central and South America.
As headquarters for the Spanish Focal Point of the Cultivate Programme, the department for Promotion, Cultural Development and Institutional Relations has been involved in many different activities.

Representatives of the National Library have participated in the following forums of the international library associations and networks: the CENL Annual Meeting, held in San Marino; REDIAL (Network for Documentation and Information About Latin America) Annual Meeting; IFLA’00 (Jerusalem); FESABID’00 (Bilbao).

A priority among the Spanish National Library's activities abroad is its ongoing cooperation with the activities and projects of the Association of National Libraries of Iberoamerica (ABINIA).

There are proposals for collaboration with cultural institutions in the following countries: Belgium, Brazil, Cyprus, Egypt, Philippines, Greece, Hungary, Italy, Kazakhstan, Malta, Morocco, Mexico, Panama, Peru, Poland and Russia.

The library has also been visited by students and professionals from a range of Spanish institutions: the universities of Carlos III and San Pablo-Ceu, and from the Institute of Latin American and African Studies (IEPALA).

**15.- Major Celebrations (anniversaries and events)**

The most important celebration was the opening of the areas refurbished during the work carried out on the building in Paseo de Recoletos. The inauguration was attended by their majesties the King and Queen of Spain.

The year 2000 has also seen the continuation of the festivities relating to the anniversary of the birth of Emperor Charles V in 1500.

**16.- Other Notable Information**

Mention should be made of the transfer of some resources from their usual sites to more provisional storage areas and vice versa, in order to continue to cater for users' needs whilst work was carried out and definitive storage sites were being built. As a result, the collections of the Scores, Sound and Audiovisual Recordings Department have been accommodated in areas that will become the department’s reading room in the future. The Cartography Department's collection of maps has been housed in the Book Museum's warehouses, whilst the Manuscript, Incunabula and Rare Book Department also had a provisional storage area.

Since the General Reading Room was provisionally located in a room designed for periodicals, this involved finding a new home for all the general resource and periodical collections. It was eventually possible to rehouse researchers in their definitive homes by the date of the inauguration on December 13th.
In the course of 2000 and 2001, a definitive location will be found for these collections in the new depots. All of this has involved considerable effort which has necessarily impinged on the Library's other work.

17.- Organisation Chart

The organisational structure of the Spanish National Library has remained unchanged since last year.