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1.0 From a hybrid to an electronic library

The classic library, with a large physical lending section, will soon be a thing of the past at CBS, as the way the library is used moves rapidly in the electronic direction. Looked at over a 5-year period, electronic lending has increased by 52% and physical lending has fallen by 42%. In the period 2000-2009, CBS Library has worked as a hybrid service unit with just as much focus on the traditional services as the electronic. The way that the library has actually developed underlines that the most competitive library, with a current and sought after portfolio of tasks is the electronic library.

The development of the primary use of the library, seen over a 5-year period:

Lending/material type	2008	2007	2006	2005	2004
Physical lending	210,166	252,637	274,726	342,555	366,380
Electronic lending	2,188,829	1,704,456	1,524,045	1,361,558	1,015,483
- of which CBS Open Archive	228,590	232,929	184,417	113,206	-
- of which CBS OJS ¹	175,000	158,497	23,868	-	-
Total (excl. renewals)	2,398,995	1,957,482	1,798,771	1,704,113	1,381,863

1.1 Other tendencies in the primary service

For the first time since the commissioning of the facilities at Solbjerg Plads, there has been a small fall in the number of visitors:

- -18,615 at CBS Library Solbjerg Plads
- +5,447 at CBS Library Dalgas Have
- +6,756 at CBS Library ProcelænsHAVEN
- Total decrease: 6,756 (elaborated on in section 3.0)

The availability of material has been pulled in two directions in 2008:

- Improved return time for books and journals: Decrease from 11 to 9 days
- Increased waiting time for reserved material: From 14.5 days to 17 days

1.2 New services in brief

- Research Hub – portal for CBS-researchers (see section 4.4)
- Conference service (see section 2.1)
- Gyldendals Red dictionaries online (see section 2.0)
- Info boards – flat screens in the three libraries (see section 4.8)

¹ Calculated since October 2006

- Opening time for chat and telephone service – extended by 3 hours: 9 am–3 pm (before it was 10 am–1 pm)
- Extended opening times at Solbjerg Plads by 1 hour on Saturdays
- Open 24 hours a day at Porcelænshaven
- Digital recorders for loan have replaced the ‘old-school’ tape recorders

1.3 Marketing

The library has carried out a small marketing project with post-it blocks, cube-blocks, water bottles, and ear plugs. All the elements were graphically engineered by 4Plus4-design. In addition, 4 library films have been produced that are shown via the website and in connection with teaching and presentations. The Advisory Board was satisfied with the quality of the products but objected that there was perhaps no need to market towards new users since the physical facilities are not geared to attract more people.

2.0 Do the activities in 2008 emphasise a move towards an electronic library?

Statistics for the use of **e-resources** show some interesting movements and tendencies:

- The total e-use increased 36 % in 2008 to 1,785,239.
- The use of e-articles is stable and was at about 764,000 downloads in 2008.
- The number of downloaded chapter/documents from e-books has increased by 171 % to 60,743.
- The use of works of reference, company databases, statistics, dictionaries, and similar has increased by 223%. The dictionaries gyldendal.dk and Ebsco A&I-databases and ISI Emerging Markets are the most used products. The Gyldendal product alone accounts for 139% of the increase.
- In the library’s small offering of CD-ROM products, now only 2 out of 6 products are updated and the use of them has fallen in 2008 by 13%, equivalent to 1,409 logins.

There continues to be heavy use of **remote access to the e-resources** and for many users it is the only way to use the library – that is, using the electronic library regardless of time and place.

There has been a lot of activity regarding contract negotiation in 2008. Contracts for, in total, 95 payment resources have been re-negotiated, 19 new e-resources have been purchased and more products have been extended with extra content. In addition, contracts for e-books have been negotiated: 500 e-books via MyiLibrary, 9 reference works and 2 e-book collections.

2008 was synonymous with the first complete year where SFX² was the primary access interface to the library's journal collection. The system was fully implemented and the **A-Z list** is now the complete platform and user interface for the electronic journals. In addition, during 2008 all e-journal entries have been migrated to SFX. In terms of numbers, the system received 119,025 search inquiries and from these people "clicked through" to 102,338 journals. This is equivalent to 9900 searches in the A-Z per month and 8,530 clicks onwards to other sites.

In 2008, agreements were established with the student administration to deliver e-thesis. Technically speaking, students store the theses in the Institutional Repository and the entries are displayed via the catalogue. The 24/7-access to **download e-thesis** is a significant service improvement that in its first year produced 4,711 downloads (divided between 34 titles). The evaluation is that, when the delivery routines are completely up and running in collaboration with the degrees' academic secretary, then the number of downloads will overtake the actual physical lending of theses.

Like the e-theses, work has been done in 2008 to set up the e-delivery procedure for Ph.d theses. At the end of 2008, there were 28 **e-Ph.d-theses** archived, which were downloaded 2,381 times. Unlike the other theses, sometimes there are some challenges related to publishing Ph.d theses because some Ph.d graduates have prestigious agreements with academic publishing houses, who don't immediately want to approve a free download of an e-version of the Ph.d thesis.

The library implemented an **SMS-service** in March: users can get a message about returns and reservations. Sign-up for this service has not been overwhelming but the technology works and users now have a real choice about receiving a message via e-mail or SMS.

2.1 Conference service

The library has been the primary participant in a DEFF project³ with the goal of evaluating scientific conference support systems. Towards the end of the year, the results looked so promising that the library decided to focus on a real conference service, which makes an online conference system available for users and provides support from the conference secretariat. The conference service secretariat is financial supported by a special grant from the CBS president – dkr, 900,000 in the course of 3 years.

2.2 Changes in the Web portfolio

In 2008, the library entered into an agreement with the University Director about handing over responsibility for the administrative intranet. In conclusion, it can be added that the library has found it difficult to uphold this development task without extra financing, and with the handover, they can now focus entirely on cbs.dk. The extent of the tasks cannot be compared, but with the library's focus on increased researcher service, it is natural that the library now focuses on the running and development of the research portal (Research Hub).

² An internet based portal for journals with direct access for CBS Library's journals

³ A project in the framework of Danish Agency for Libraries and Media

The Web secretariat has been upgraded in 2008 with an increased grant (+ 750,000 DKK) which, among other things, has financed an extra employee.

3.0 Facilities

Open round the clock – also called **24/7-access** – the library's Reading Room at PorcelænsHAVEN finally became a reality in May. This has contributed to an increase in the number of visitors by 6,756. CBS students can make use of the 24-hour access using a special entrance card. In 2008, approximately 500 cards were issued. The proximity to the study environment and the international halls of residence at PorcelænsHAVEN emphasises that the library is an important factor in the development of an attractive study environment at CBS.

Extended opening times at Solbjerg Plads by 1 hour on Saturdays: this means that the opening times are Monday–Saturday 8 am–10 pm, and Sunday 10 am–10 pm. The extension has not, however, resulted in an increase in the number of visitors and, for the first time since the commissioning of Solbjerg Plads there has been a fall in the number of visitors: -18,615 (in 2008, it was 1,005,730). The assessment is that in reality many students try unsuccessfully to get one of the very sought after study places at Solbjerg Plads, and that the students have gradually discovered the study places at PorcelænsHAVEN (see above).

At **Dalgas Have**, the change in the pattern of use after the renovation of the group room and study areas in 2007 is now clearly apparent. The **improved learning facilities** have contributed to a change in the negative visitor curve and the number of users has increased for the first time in many years: + 5,447.

The semester collection has been extended in 2008. In the summer, the library entered into an agreement with SL Books to increase the dialogue about teachers' orders. This agreement means that the library can have more relevant resources available in high season and that the collection is up-to-date.

3.1 User survey

In 2008, the library carried out a large general user survey – the so-called LIBQUAL-survey. 51 teachers and 1,682 students took part in the survey online. As well as the data from the, in total, 1,733 responses to questions, 524 respondents also included comments.

On a scale from 1-9, the **students** awarded:

- 7.15 for the way they feel treated by the library
- 6.47 for the support they get in the library
- 6.70 for the overall quality

The **teachers** awarded:

- 7.72 for the way they feel treated by the library
- 7.39 for the support they get in the library
- 7.43 for the overall quality

In connection with the project 'Dalgas Have library as a study library', a questionnaire was carried out in the late summer to clarify the use of the library at Dalgas Have. 400 students and 45 employees took part. The questionnaire was supplemented by 2 focus group interviews with, in total, 6 participants. The questionnaire did not contain any measurements of general satisfaction, but was rather a way of testing the waters amongst users in relation to the following parameters: What is the individual user most satisfied with? Most dissatisfied with? And what deficiencies are there? Opinions proved to be very diverse but there was general agreement amongst the respondents that there should be established (even) more group rooms and that the indoor climate/environment could be worked on as well as disturbance in terms of noise. Generally, service was highlighted as being good.

Concrete plans of action for both surveys will come in 2009.

4.0 Contact and communication – research and studies

4.1 Open access

In April, on the basis of the library's preliminary work, the CBS director signed the Berlin declaration⁴. This signature commits CBS to implementing a policy that requires CBS researchers to archive an e-copy of all their published articles in an open-access archive, and CBS must, in addition, urge researchers to publish in open access journals where appropriate publications exist. The library is the primary driver when it comes to setting up the technical aspects of the open-access infrastructure at CBS in terms of article collections and the institutional repository.

4.2 Experts@CBS

At the end of 2008, there were 240 registered users in the database. During 2008, 18 new participants have joined. And the number of users has increased by 3.8% =116,485 visitor sessions (see the table below). According to CBS' development contract, the goal for 2008 is 86,493. The number of users is therefore 35% more than the goal.

	2008	2007	2006	2005	2004
Number of visits	116,485	112,159	69,739	53,926	57,680

Source: Funnel Web Analyzer, January 2009, number of visitor sessions

4.3 Insights@CBS

Activity has been lower than previous years and only 3 issues have been released. Despite this, the number of visitors increased: 40,604 visitor sessions (it was 32,681 in 2007). At the end of 2008, there were 925 external subscribers (there was 720 in 2007).

4.4 Research Hub

A portal with services for CBS researchers was launched at the beginning of October. Regarding the content, the portal has been developed in cooperation with the research dean secretariat. Services are available within the following areas: Public support, EU

⁴ <http://oa.mpg.de/openaccess-berlin/berlindeclaration.html>

support, Private support, Publishing & registration. In addition, the portal contains news and event sections and an introduction to the research activities at CBS. In connection with the launch, the library's service description on the administrative intranet has been removed and at the same time the service description on the website for the same target audience has been revised/reduced.

4.5 Registration of CBS-research publications in PURE

The library has now been working for 2 years with PURE to register CBS' research publications. For the purpose of automating the withdrawal of peer-review journals from PURE, the library has, in a cross-university cooperation, participated in the implementation of a **bibliometric research indicator** in PURE. The library's primary 'PURE' employee became, in 2008, the chairman for the national working group.

4.6 Researcher service

In 2008 there was in total 70 researcher visits, 248 consultations via mail/chat/telephone and 69 occurrences of group teaching. Approximately 6 VIP sessions per semester and a yearly whole day course for PhD students have become permanently on offer. In addition, some lecture activities about research registration and quality analysis have been carried out for the research environment.

A special theme has been to work with the new model for distributing basic research funds in cooperation with Danish Universities (Rektorkollegiet) and the Ministry of Science, Technology and Innovation.

4.7 Study service

There has been focus on integrating the information-search lessons in the students' timetables and on working together with the subject teachers to plan tasks. Generally, there has been a move towards fewer 'out of timetable'-lessons, with ensuing increased motivation and participation amongst the students. In 2008, for the first time, the library has had the opportunity to teach on the BSc in Economics and Business Administration course as part of the study programme. In addition, the following courses have been offered:

- 2 courses in cooperation with CBS Learning Lab: *Curriculum development and the student's information competence; and Web 2.0 in teaching* (for teachers)
- 2 courses in 'stable linking' for teachers
- 2 courses in RefWorks for students

Quantitatively, 41 sessions have been held (2007: 40) with 2,233 participants. There have been 127 requests to order-a-librarian (2007:118).

In terms of conveying general information to the students, the library has been involved in the 'Stopplagiat.nu' ('Stop Plagiarism now') campaign. In addition, 4 guidance films have been produced that are closely related to information search and are therefore made available on the website under 'Search the library'.

4.8 Info boards

An information screen has been set up (a flat screen) in the three libraries, which in 2008 has functioned as an electronic notice board in combination with short marketing films. More specifically, the screens, which are administered by PUB, have reduced the need for paper notices.

4.9 Chat-service

The opening times for chat have been increased by 3 hours per day.

5.0 The library's work implementing strategy

In 2008, the advisory board (AB) discussed, over two sessions, the board of directors' suggestion for strategy implementation and provided valuable input to the deliberations and prioritisation of the focus areas, which are made up of the following: Facilities, E-resources, Contact, Communication and Web. In these, the following focus shift is considered:

- From counter service to differentiated customer service
- From books to e-resources
- From unit catalogues to integrated searching
- From 90/10 to 50/50 servicing (students and researcher service)

Primarily in relation to the servicing of the two large user groups, the AB has very much had in mind that both CBS students and employees should get as comprehensive a service offer from the library as possible. In terms of the researcher service, the AB underlined that the relationship between librarian and researcher can, in its optimal form, involve the librarian as a qualified research assistant.

5.1 Strategic international library alliance

CBS Library has worked intensively with its global orientation in 2008 and the collaboration with the Harvard library, Baker Library, has continued to be close and inspiring. At New Year, the last partnership fell into place. Tsinghua University, which previously is CBS' CEMS⁵- and PIM⁶-partner, will now be the Asian library partner in line with the American partner, Baker Library. The AB discussed at the November meeting whether the library places too much weight on the external partners compared to the internal. It is the management's position that in relation to CBS' internationalisation strategy, the external partnerships, both national and international, are hugely important because it is through these that the developmental dialogue about the new services occurs.

⁵ CEMS is a strategic alliance for leading business schools

⁶ PIM is a consortium of leading international business schools

6.0 Personnel

6.1 Further education

In 2008, 5 employees have been doing their Master's degree, 2 their diplomas, and 1 has taken a management course at TEC. There have also been courses in customer service for the whole PUB. On average, each employee has had 4.5 days for courses in 2008 (it was 6.5 in 2007).

In 2008, the library focussed on project management and participation. The background for this was a desire to strengthen the project culture in the library. In cooperation with the consultancy company, PA Consulting, the management, heads of departments and a sample of employees participated on a course that will contribute to the amount of staff who are qualified to carry out project work in the library.

6.2 Man-years

The library used 50.33 man-years in 2008. This corresponds to an increase of 0.5 man-years.

6.3 Recruitment

The library permanently employed 4 employees in 2008 divided across 2 departments. Furthermore, 1 employee was employed in a temporary position as a trainee and 1 employee was employed for a 1 month internship, which was extended for 3 months under the job creation with salary subsidy scheme. 1 employee returned after 1 year's leave.

7.0 Financial resources

Expenses in DKK millions	2008	2007	2006	2005	2004
Total operating costs	37,6	35,8	32,1	30,9	30,0



René Steffensen, Library Director