

ANNUAL REPORT 2025

CBS Library & Academic Services

The year was characterised by the introduction of a new strategy for CBS Library, effective from January.

2025 therefore became a year focused on planning strategic priorities and preparing for the organisational transition to CBS Library & Academic Services (LIBAS) as of 1 January 2026.

Throughout the period, the library maintained a strong focus on ensuring stable operations and high service quality while establishing a clear alignment between strategy, organisation, and core tasks.

From a staffing perspective, 2025 was marked by both arrivals and departures, as well as the establishment of new competencies, particularly within artificial intelligence and digitalisation. At the same time, there was a continued focus on general competence development and overall wellbeing.

The transition to LIBAS has been a consistent framework for the latter part of the year, with emphasis on establishing clear task descriptions, robust leadership, and organisational coherence.

Overall, 2025 has been a year in which the library delivered high and stable operations while laying the foundation for the future organisation.

At the beginning of 2026, the library stands on a solid professional foundation, with clear strategic priorities and strengthened capacities to support CBS' ambitions in education, research, and impact.

New Strategy

The adopted strategy has served as a central management tool for the library's development in 2025.

The strategy has clarified the library's value creation in relation to CBS' overall objectives and has supported more explicit prioritisation of tasks, resources, and development initiatives.

Special efforts in the coming years will focus on four key strategic areas:

Societal Impact

In 2025, the library strengthened its contributions in relation to qualitative data and its societal engagement profile through communication, events, and open activities.

CBS Library Forum in particular has contributed to bringing research and academic knowledge into closer dialogue with CBS staff and students.

Efforts will now be strengthened in relation to delivering data to decision-makers and stakeholders at CBS.

Lifelong Learning

Lifelong learning is a central focal point for the library's teaching and communication activities.

The library supports users throughout their study and working lives through targeted learning offerings, guidance, and digital resources.

In addition, it is planned to engage more actively with citizens and external stakeholders, including through CBS Library Forum.

AI & Digitalisation

2025 marked a breakthrough for artificial intelligence at CBS.

The library has played a central role in implementing CBS' AI strategy, including competence development, governance, and the responsible use of AI in teaching, research, and administration.

This work will continue, with particular focus on strengthening efforts related to AI licences and project management.

ESG / Sustainability

Sustainability and ESG are increasingly integrated into the library's operations and development.

Initiatives include green operations and staff wellbeing.

In addition, it is planned to expand inclusion activities and establish systematic quality assurance.

Read the full strategy here

[Pamflet Strategy CBS Library Eng endelig.pdf](#)

PUBLIC SERVICES (PUB)

Selected results, changes and trends

GENERAL OPERATIONS

Facilities and user areas

A general upgrade of the physical environment was carried out, including service desks, study spaces, lounge areas, and lighting, with a clear focus on upcycling and energy savings.

The renovation of study spaces at Graduate House reduced the number of seats but at the same time created calmer and more suitable environments for focused work.

The library also functioned as a communication space through the exhibition and launch event of “The Library on a Poster,” which marked the release of the new CBS Library poster.

Collections and collection management

Systematic weeding of materials continued. In 2025, just over 6,000 items were withdrawn, supporting the objective of maintaining a stable and up-to-date collection.

All printed curricula and exam assignments were consolidated in Magazine 1, supplemented by digital collections.

The library maintained a stable book stock, reflecting a balance between acquisitions and withdrawals.

Visitors

Overall, the number of visitors was 850.000 and hereby increased by approximately 14% in 2025.

The increase was particularly significant at Solbjerg Plads and Dalgas Have, while Graduate House experienced an expected decline due to renovation.

PROCESSES AND OTHER AREAS OF RESPONSIBILITY

Books, interlibrary loans and lending

The book budget of DKK 900,000 was fully utilised, and more titles were acquired than the year before.

A new scheme, “Book – CBS Only,” was introduced for particularly high-demand titles, ensuring prioritised access for CBS students and staff.

Total lending of physical materials decreased by 8% in 2025. Direct lending to CBS staff and students amounted to 14,748 items.

At the same time, lending to private users increased, while overall lending to CBS users declined.

Interlibrary loan requests decreased overall, particularly via international channels, while requests identified online or sent for direct purchase increased slightly.

Leganto / Course Readings

Leganto continued to grow in 2025, with more than 200 active reading lists and increasing use among students.

More students used links and full-text resources rather than uploaded files, strengthening copyright compliance and supporting licence negotiations.

It was decided to roll out the system across CBS, although not as a mandatory requirement.

IT and systems

The transition to Nexbib as supplier of gates, scanners, and self-service equipment marked an important technical shift.

All staff transitioned to Windows 11, and the library contributed actively to updating database descriptions in connection with CBS' new website.

PUB continued its active participation in the Alma consortium, including steering groups and professional forums.

E-RESOURCES

CBS Library provided approximately 120 online resources in 2025, and total usage increased by more than 30%.

New resources included FT.com, Scite and ESG modules, supporting both research and teaching.

The transition from EZproxy to single sign-on solutions was initiated in dialogue with suppliers and WAYF.

The library assumed responsibility for administering ChatGPT licences and prepared for the rollout of Copilot to administrative staff from 2026.

RESEARCH AND STUDY SUPPORT (FOS)

Selected results, changes and trends

STUDY SUPPORT

The library continued to support teaching and study activities through library courses, integrated teaching, and introductions.

The number of teaching and introduction activities remained high, with study start activities and strengthened collaboration with student guidance services contributing to strong reach.

Academic integrity was a key focus area. The study start test was conducted for nearly all new students, and the content was updated, including guidelines on the use of generative AI.

Reference support and assistance with tools such as Mendeley continued to be widely used among students.

RESEARCH SUPPORT

VIP sessions and individual researcher support remained in high demand, particularly within information retrieval, research data, and publishing.

Bibliometric analyses and publication overviews supported CBS' annual reporting, framework contracts, and recruitment and promotion processes.

Open Access efforts showed strong results, with an increasing share of Open Access publications among CBS researchers.

The Pure system was further developed, including migration to a cloud solution and increased focus on Societal Impact.

DATA LAB, RESEARCH DATA MANAGEMENT AND HPC

CBS Library Data Lab primarily functioned as an operational and support environment in 2025, focusing on guidance and courses in financial databases.

The RDM Support worked actively with FAIR data, national regulations, and international collaboration within Open Science, and prepared a new CBS RDM policy for approval in 2026.

The use of HPC resources continued to grow, particularly driven by AI and machine learning projects among researchers.

AI AND DIGITALISATION

Responsibility for CBS' AI and digitalisation strategy was anchored in CBS Library & Academic Services in May 2025.

The cross-organisational AI Board met continuously from June 2025 and contributed to the operationalisation and prioritisation of the AI strategy. Administrative support, including case handling and documentation, was facilitated by the department.

ChatGPT licences were rolled out at scale, and introductory AI courses for administrative staff attracted high participation.

COMMUNICATION AND DISSEMINATION

Communication efforts supported study start, the launch of the new website, and dissemination of library services through campaigns, social media, and information screens.

The new cbs.dk website was launched in December 2025 with updated content and improved user support.