

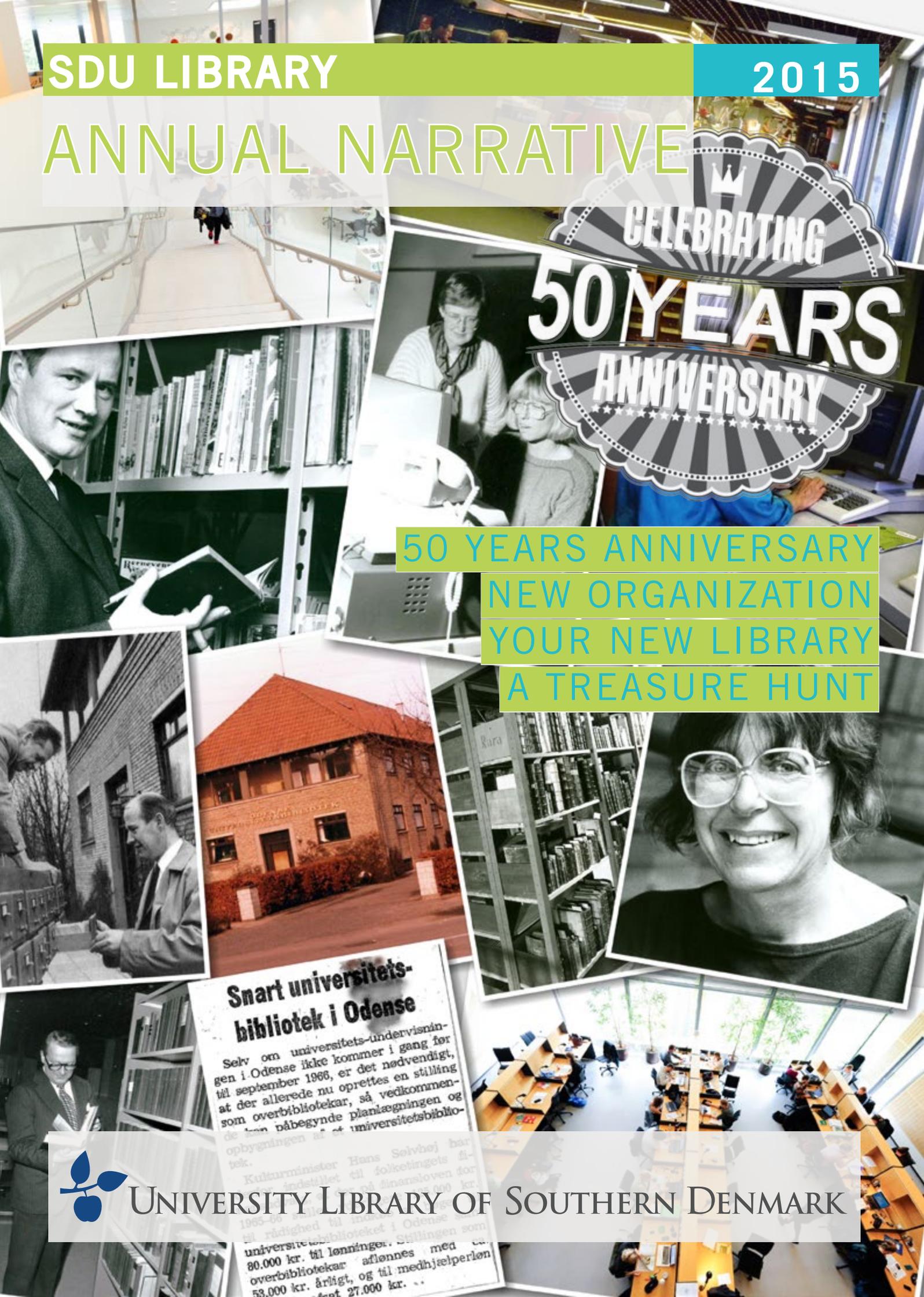
SDU LIBRARY

2015

ANNUAL NARRATIVE



50 YEARS ANNIVERSARY
 NEW ORGANIZATION
 YOUR NEW LIBRARY
 A TREASURE HUNT



Snart universitetsbibliotek i Odense

Selv om universitets-undervisningen i Odense ikke kommer i gang før til september 1966, er det nødvendigt at der allerede nu oprettes en stilling som overbibliotekar, så vedkommende kan påbegynde planlægningen og opbygningen af et universitetsbibliotek.

Kulturminister Hans Sølvhøj har indstillet til folketings finansloven for 1965-66 en stilling som overbibliotekar i Odense med til rådighed til indkøb af bøger og tidsskrifter. Stillingen som overbibliotekar aflønnes med ca. 53.000 kr. årligt, og til medhjælperløn ca. 27.000 kr. ...



UNIVERSITY LIBRARY OF SOUTHERN DENMARK

WELCOME

ANNIVERSARY, NEW LIBRARY, NEW ORGANIZATION



Welcome to the Annual Narrative for 2014 / 2015, which in many ways is one among several landmarks. The copy of the University Library's annual narrative that you have before you should be seen as an anniversary edition, since it was released at the date of the library's fiftieth anniversary, the opening of the new library in Odense, and the announcement of a major internal organizational restructuring at the University Library of Southern Denmark.

The background for the biggest of the landmarks, the 50 year anniversary, goes back to the beginning of 1965, when several Danish newspapers announced that the Ministry of Culture was going to establish a university library in Odense, and that the position of Head of the Library for Odense University Library would be advertised with a deadline for application in June of that year. This was more than a year before the future university in Odense would begin the

courses for its promising new students.

On the 3rd of March 1965, Fyens Aktuelt reported that the position of Head of the Library would have an annual salary of 53000 DKR. The position was filled in September, when Fyens Stiftstidende hastened to bring a portrait feature on Torkil Olsen, the university library's first leader. Torkil Olsen arrived in Odense from Risø, where he had founded the new research library under Niels Bohr a few years earlier. Torkil's career began at the 2nd department of the University Library in Copenhagen, where he was a research librarian, among other things, and after several years in Odense, he was appointed National Librarian and day-to-day leader of the Royal Library. You can read more about Torkil and about many other topics in this narrative.

The opening of the new public areas at Campusvej in March 2015 coincides with the fiftieth anniversary

of the "annunciation" of the university library, and at the same time with the official announcement of a new library organization, which has been created after about a year's work, and which is to support the work of the university in the years to come.

The future organization is to be found in the area between three classical types: Matrix, line- and project-oriented organizations. Matrix structures are efficient for catching needs and changes. Line structures are efficient for securing the upkeep of the organization. Finally, project organizations are efficient for bringing flexibility to a stable organization. SDUB's new organizational structure is reminiscent of what the State and University Library and Aarhus University have chosen for AU Library, but with some basic differences.

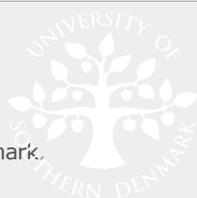
We hope you will enjoy the narrative!

COLOPHON

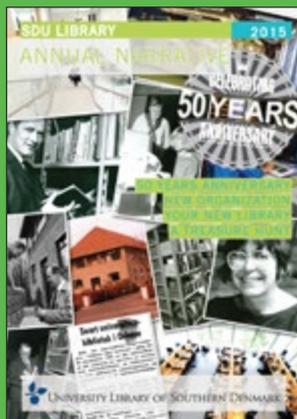
Annual Narrative is published by The University Library of Southern Denmark.

ISSN: 2245-5396.

Editorial: Editor in chief: Bertil F. Dorch. Articles: Bertil F. Dorch (bfd@bib.sdu.dk), Jakob Povl Holck (holck@bib.sdu.dk), Jeppe Lomholt Akselbo (ja@bib.sdu.dk). **Editing/layout:** Jeppe Lomholt Akselbo (ja@bib.sdu.dk). **Translations:** Mette Bruus. **Photos:** Jakob Boserup, Jens Lindhe, Stefan Kristensen (Incolor), Jeppe Lomholt Akselbo, Birte Palle Jørgensen, Arne Bloch, Gitte Bach Markussen, Colourbox.dk and various photos from the library's archive and sdu.dk with unknown photographer. **Print:** Print&Sign SDU – circulation: DK:750/ENG:250



FRONT PAGE



The front page shows pictures from the 50 years that the University Library of Southern Denmark has existed, from the establishment, the movements to Islandsgade and then to Campusvej, and the two former library leaders, Torkil Olsen and Aase Lindahl. From the introduction of IT to the shaping of the new library, which opened on March the 3rd of 2015.

MEMBERS OF SDU'S LIBRARY COMMITTEE SAY:

A RESOURCE WHICH COMES TO US

Professor Kirsten Drotner from the Department of the Study of Culture is the deputy chairman of the Library Committee at SDU. We asked her five questions about the library, past and present:

• *Which changes have you seen in the library during your years at SDU?*

“SDUB used to be a place where we researchers and students went either physically or online, now it is a resource which comes to us. You have become more physically visible in the academic surroundings, and it seems that there are new initiatives online. For instance, your book a librarian service is popular with our new students, and the courses that you give for various fields of study in specific online searches are also important.”

• *Which needs do you see in students for information literacy?*

“All students need to learn and practice systematic searching for

materials. Many new students also need to understand why it is important to know how to use and validate academic sources. They need to learn and train academic writing, e.g. what it means to identify and document a statement. I have the impression that the humanities are giving these competences a greater priority there years, both because we have more students than before, and because we have become more aware that writing abilities are part of the academic qualifications.”

• *Is a research library with a personnel who have particular insights into academic fields necessary for a university?*

“Absolutely. And you prove that every day, both towards students and researchers.”

• *How do you use the university library as a researcher?*

“I am probably the typical online user, and have various contacts with



SDUB's employees in that way. You are helpful and quick when we need you.”

• *How does the Library Committee contribute to SDU?*

“We have members from all the faculties, so we contribute to developing a central focus on how SDUB can continue to develop as a knowledge resource for all the various academic fields and user groups at SDU”.

THE LIBRARY COMMITTEE GUARANTEES GOOD CONTACTS

Kaare Lund Rasmussen, senior lecturer at the Department for Physics, Chemistry and Pharmacy, is the most recent member of the Library Committee. This is how he uses the library:



“I have a lifelong interest in books. For instance, I am a member of Dansk Bibliofil Klub. Over the years, I have made analyses of books and bindings, using carbon-14 dating, ESR and GC-MS. It has been important to me to follow the development of SurveNIR, which is used to measure the state of preservation of paper. Carbon-14 dating SDUB's palm leaf manuscript and my many years of working on the dating of the Dead Sea Scrolls has been among the interesting tasks I have done.”

“None of us can do without SDUB – it is an integral part of our research. SDUB's employees are highly professional. Earlier, the main question was which books to acquire. Today there has been a shift to helping people find literature.”

“Students have exactly the same needs as researchers, except that their projects are smaller and economically less crucial in the larger context than the big research projects.”

HOW ARE THE LIBRARY'S MATERIALS USED

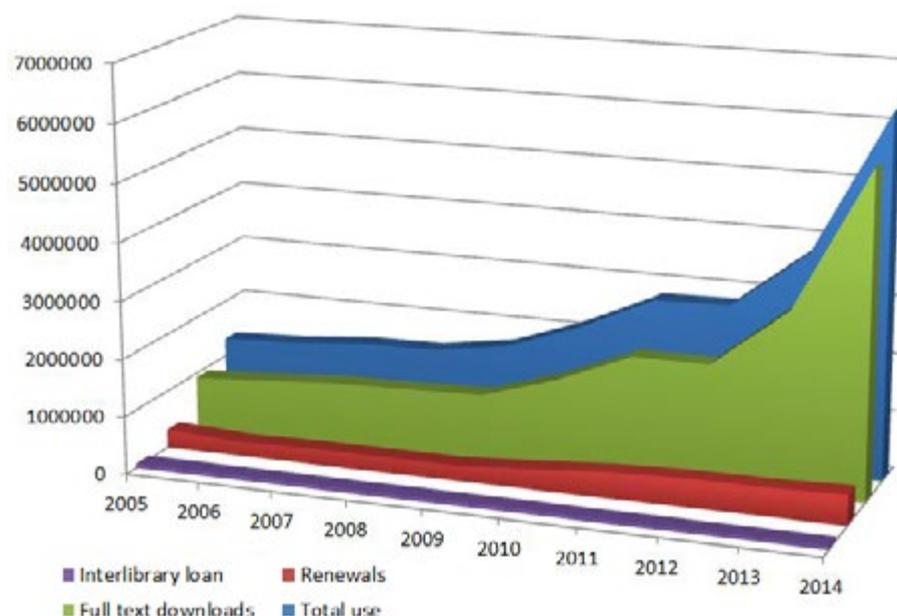
ELECTRONIC MATERIALS ARE GROWING

The growth lies in the use of e-resources, which has more than tripled since 2010

During the last two years, the number of downloads of full-text articles has almost exploded. The increase in the use of full-text downloads was steady from 2005 to 2012, but since 2012, things have happened rapidly.

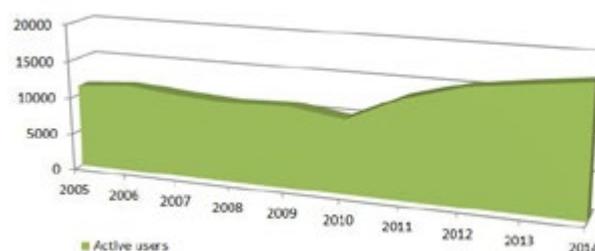
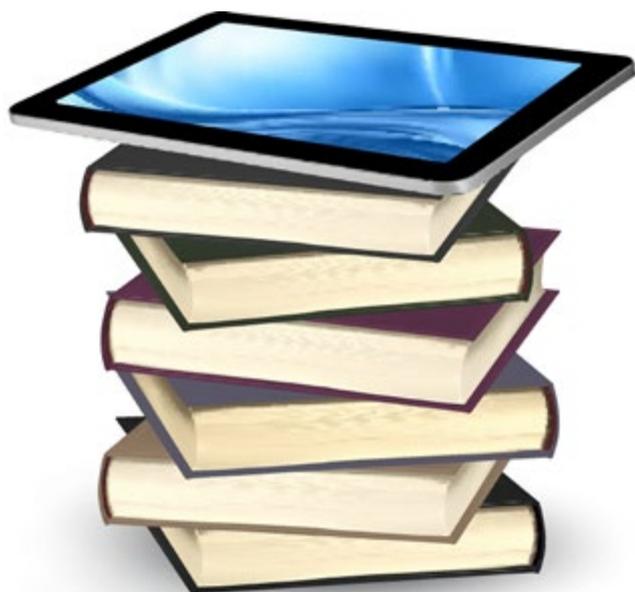
The use of digital resources has seen an annual increase of 49,5 % from 2012-13 and no less than 79 % from 2013-14, and this means a decisive breakthrough for the digital library!

Downloads of full-text materials became a steadily larger part of the entire use of library materials during this period. The increase in use – 260 % during 2010-2014 – has not just



happened because there are more electronic resources than before – a 164 % increase from 2010 to 2014 – but may also be due to the arrival of

the digital generation as library users. The use of materials has the following elements: loan renewals, inter-library loans, and full-text downloads.



MORE ACTIVE USERS

From 2010 to 2014, the number of users has increased by more than 50%. As you might expect, the increasing number of students at SDU is reflected in greater numbers of active users. Since the beginning of the autumn term 2014, all new students are automatically registered as library users, and can use their study card for easy access to e-resources and services.

COURSES FOR USERS - STATISTICS

INFORMATION LITERACY FOR ALL

In 2005, fewer than 2000 library users had a course on what can generally be called "information literacy": knowledge on how to find and handle information efficiently.

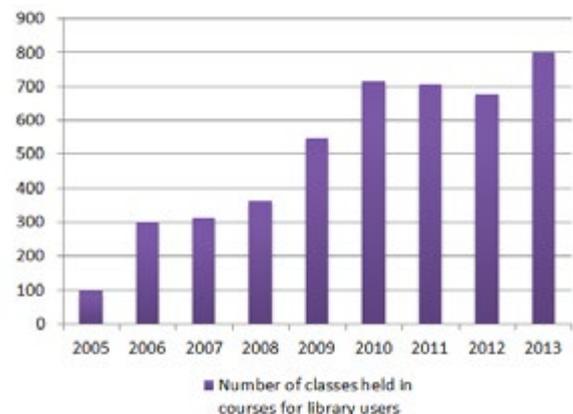
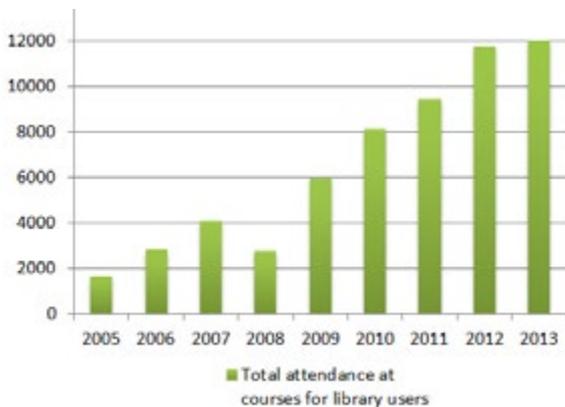
8 years later, in 2013, six times as many people had an introduction to the library's services and the joys and

risks of information searches.

The courses available for users cover all the teaching given by employees at the library to both researchers, teachers, students at SDU and pupils and students from upper secondary schools, business colleges, and vocational schools. The library collaborates with e.g. the upper secondary schools

in the region of Southern Denmark on helping pupils with their AT papers, for which they need to know how to find and evaluate the quality of information.

The number of classes held in courses for library users show the same tendency: from 100 class lessons in 2005 to 800 lessons in 2013.



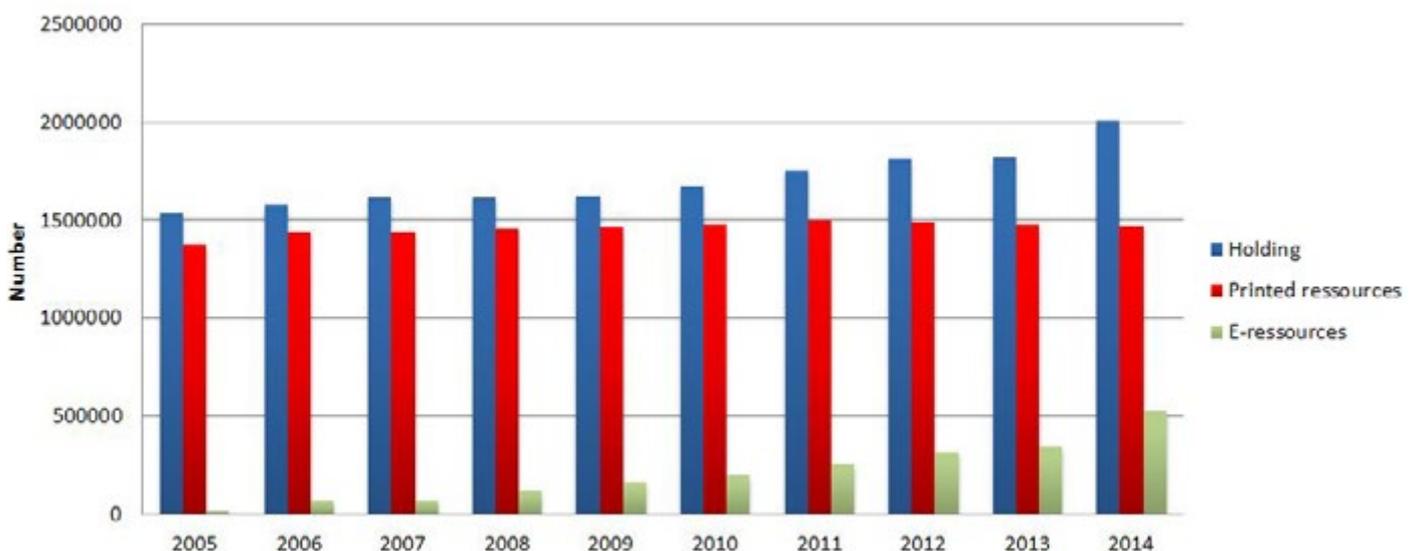
GROWTH IN E-MATERIALS

During the 10 years from 2005 to 2014, the collection has increased by about 30 %. The growth is mainly due to a large increase in electronic journals and books, and during the last few years particularly in the number of e-books.

This tendency – that electronic materials are the major part of the collections – also shows in the tendencies for the use and download of this type of material. The number of printed materials has only grown slightly since 2006, the year in which the Technical Library became a part of the University Library of Southern

Denmark.

During the last few years, this part of the collections has decreased slightly, in spite of continued access to printed books and journals. There has been a fairly large-scale discarding of duplicate copies of books and journals to which there is stable electronic access.



A FLEXIBLE AND DYNAMIC "ORGANISM"

Bertil F. Dorch, Head of the Library, explains the process and the results of the organizational restructuring of the University Library.



Since the autumn of 2013, the University Library of Southern Denmark (SDUB) has been through a fairly concrete process of change – a necessary change, if you like: a new library management started in October 2013, a new library strategy was decided on in December 2013, and the physical surroundings have been redesigned in several of the campus cities, e.g. Kolding, Odense, and Sønderborg. On that basis, it is obvious that both the present and the future contain many challenges which must be addressed. Among them are:

- A major generational change among SDUB's employees (more than 15 % have reached retirement age during the period 2013–2014)
- Users and University management expect new kinds of services compared to the classical model for a university library, due to the general developments in society.
- Digitalized and more efficient working procedures, due to both technological developments and

demands caused by altered user behaviour.

- The overall uncertain economic conditions for higher education, due to various reforms and initiatives in the educational sector and in the area of research politics.

Starting from the hypothesis that mutually meaningful changes can only be made by communication between management and employees, the first steps were taken towards an organizational restructuring at a strategy seminar at the annual staff meeting day in November 2013. Here, we started a process involving the whole staff and aiming at a coherent project for the entire Library, based upon the strategic work of the University and the Library.

In December 2013, the Library Strategy 2014–2020 was decided on, with a clear vision:

//The University Library of Southern Denmark supports science and the scholarly spirit, including teaching based on research, by supporting the use and production of scientific knowledge."

//The research library of the future must support research and teaching now and in the future, therefore the library must change to remain 'the same'".

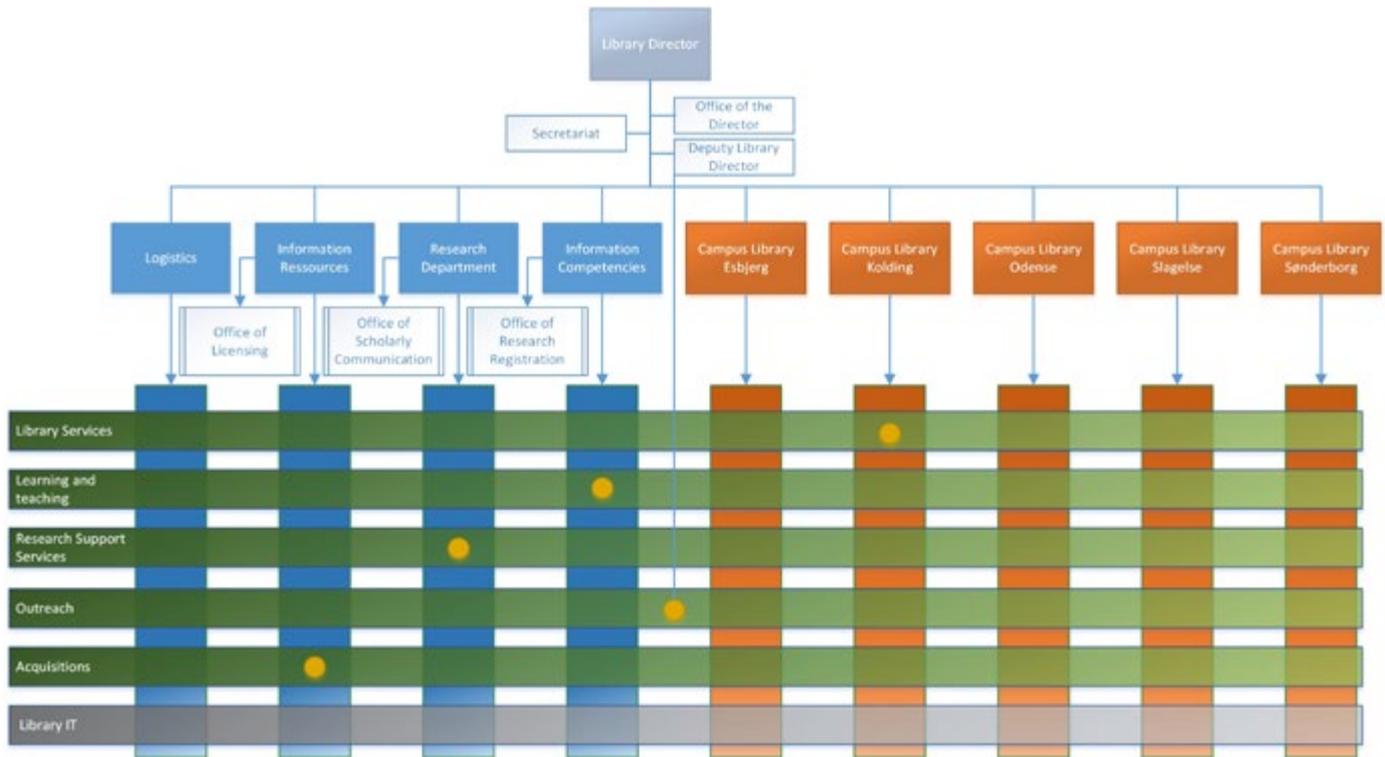
The organizational structure of SDUB as we know it was created at a time when printed materials

and the promotion of them was the Library's primary focus, and when the Library was an independent unit under the Ministry of Culture, rather than part of SDU. Its organizational structures support classic library functions, focusing on stable internal working procedures and highly qualified service for users.

Continuous extensions of the Library's functions, among them the inclusion of several campus libraries and of new tasks, have made additions to the organizational structure necessary. Some of them have been more or less ad hoc, perhaps at the cost of a more coherent re-design. Changing conditions in the library sector as well as new publication forms and user needs have influenced user behaviour, and will continue to do so.

I see the research library of the future as a flexible and dynamic "organism", organised as a combination of a matrix organization organising tasks across the workplace, and a line organization focusing on employee management and skill development. This operating organization is to be supported by a clear strategy, and by an integrated, focused and clearly structured project organization, which can support both processes and services, based on our daily work activities – and, not least, make sure that developed initiatives are "returned" to the library's organizational platforms.

ORGANIZATIONAL RESTRUCTURING



The vertical elements of the model illustrates department and personnel structure. The horizontal elements illustrate transversal functions organized in transverse common bond. Gray horizontal element illustrates function organized ad-hoc in an inter-departmental working unit until final clarification. Yellow circles represent the band leaders.

MATRIX, LINE AND PROJECT ORGANIZATIONS

by Bertil F. Dorch

Matrix structures work efficiently when needs and changes are to be caught, and can act in accordance with them in complex surroundings.

Aline structure, on the other hand, is efficient when daily work and specialisation are to be secured. Finally, a project organization is efficient when a stable work organization needs additional flexibility.

The future organization will be placed between the three classical types of organizations: Matrix, line and project organizations.

Developing a matrix organization is a large change, in which the new structure with its processes and systems is to support a new way of working. For the employees, it is important that our new structure makes sense, and that everyone can see the basic purpose of

the changes.

In order to ensure a sufficient inclusion of skills, employees, and managers in the redesign of SDUB, the project "The SDUB of the Future" was started, and was executed between March 2014 and February 2015.

The project resulted in an organizational framework for the line organization and the horizontal matrix organization. The accompanying project organization is a minor adjustment of the model for administration and portfolio controlling which was introduced at SDUB in the spring of 2014.

Then there are of course more organizational layers to secure the connections to the library strategy, as well as the organizations belonging to management, economy, working environment, co-operation, etc.

Key figures for the organizations in March 2014, one year ago when this was written:

- Man years in line management have been reduced from 14 to 10
- The layers of line management have been reduced from three to two
- Line departments have been reduced from 9 to 12
- 5-6 organised functional strings have been created across the organization, embedded in the management (with underlying theme areas) as against more than 15 coordinators one year ago.

SDU is now implementing the new organization, and I expect to be able to present it at the library's staff meeting day in 2015. I am very happy to announce that we have managed to establish an organizational model which makes opportunities for everybody, without necessitating reductions in either employees or service levels!

YOUR NEW LIBRARY AT CAMPUS ODENSE

THE LIBRARY OF THE FUTURE OPENS NOW

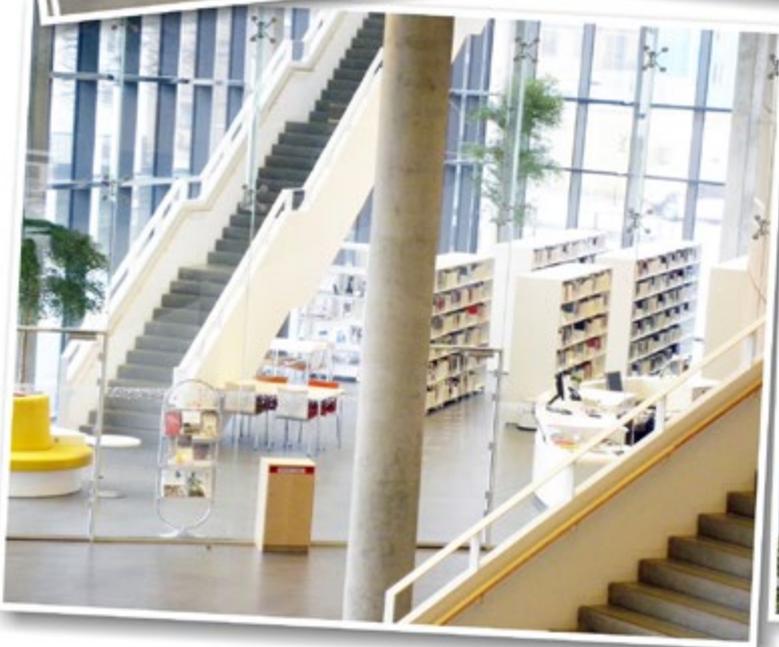
The University Library of Southern Denmark has been through a 100 million DKR renovation, and now it has room for more students than before – e.g. more than 1000 study spaces



KOLDING - NEW CAMPUS

IS THIS THE FINEST LIBRARY IN DENMARK?

The new Campus in Kolding opened at the beginning of the term in September 2014, and so did the new campus library. The library is an integrated part of the architectural whole, designed by Henning Larsen Architects, and is an inviting place for studying.



ANNIVERSARY 1965 - 2015



The article from Fyns Aktuelt on the 3rd of March 1965, which was the first to mention the establishing of the University Library.



The Library of the Students' Association in Copenhagen, which became a nucleus in the new library. Fyns Pressefoto, 1st of March, 1966.



Minister of Culture Niels Matthiasen at the official opening of Odense University Library at Campusvej on the 3rd of December, 1977.



The library catalogue is today digital, but using the system and doing searches still requires special knowledge: app.1988.



Indflytningstræthed i universitetsbibliotekets nye lokaler på universitetet.

Bibliotekspersonale som „flyttemænd“

Endnu en afdeling af universitetsbiblioteket flytter ud til Odense Universitet

Odense Universitetsbibliotek, som i sit korte liv har ført en temmelig splittet og omfattende tilværelse — fra sygehuskøkken til en nedlagt skjorte-fabrik i Islandsgade og en legerbygning i Østergade — flytter fra storkøkken Odense Universitet — begynder nu så småt at få samling på fronterne.

For øjeblikket flyttes tusinder af bind fra Islandsgade til Odense Universitets bibliotek, hvor bibliotekets bogkøbsafdeling og katalogiseringsafdelingen rykkede ind sidste sommer, og hvor man nu har fået rådighed over yderligere ca. 1400 kvadrater til udlånsafdeling og til den historik-samfundsvidenskabelige afdeling m. m.

Flytningen beserges af bibliotekets eget personale, dels fordi budgettet er lidt stramt, men navnlig fordi det er så meget lettere at styre, når „flyttemændene“ nøjagtig ved, hvor bøgerne skal stå. Flytningen ventes tilendebragt i næste uge, hvorefter universitetsbiblioteket agter at sige de mange ansatte og hjælpere —

godt 80 i alt — tak med en lille fest. Også de kommende år vil stå i flytningens tegn. Ejendommen i Islandsgade indrettes nu til medicinsk fagsal, men ventes totalt renoveret og afhændet i 1974, hvor hele den medicinske afdeling vil kunne rykke ind i første etape af det endelige universitets-byggeri på campus. Året efter håber man at få yderligere plads i etape II og således gradvis få alle aktiviteter samlet i universitetsområdet. mont.

The library employees have moved the books many times. Fyens Stiftstidende, 26th of February, 1972.

THE FIRST HEAD OF LIBRARY

TORKILS HISTORY IS THE HISTORY OF THE UNIVERSITY LIBRARY

by Bertil F. Dorch



Pioneer, practical, pragmatic leader, moving frontiers... All this has been said of the founder of the University Library, head librarian Torkil Olsen (born on the 31st of March 1922 in Copenhagen).

The early history of the University Library is inseparable from that of Torkil Olsen, whose life and work was formidably well described by Erland Kolding Nielsen in his obituary of Torkil Olsen in 2001 ("Fra Bybud til Rigsbibliotekar", *Fund & Forskning*, Vol. 41, 2002). The University Library is still characterised by Torkil Olsen's management, which was focused on action and solving problems, and of his far-sightedness.

As a student, young Torkil already had ties to libraries, first as an errand boy at the Statens Bibliotekstilsyn, as a student help at both the University Library of Copenhagen, the Technical Library of

Denmark, and from 1946 as a library assistant at the 2nd Department of the University Library, where he was promoted to research librarian after finishing his university examinations.

In 1957, Torkil was brought to the newly established library of the Danish Atomic Energy Commission (now Risø) as its leader. Erland Kolding Nielsen writes: "From there, his career took him on the 1st of September 1965 to Odense University Library, the first of four new university libraries which were established during the huge educational expansion in the 1960s and 70s, and which he made one of the country's five biggest research libraries. In Odense he literally started from scratch, both in terms of organization, physical surroundings and collections. Odense University Library was established as an independent institution under the Ministry of Culture, but from

the start, Torkil Olsen had his place in the governing body of Odense University, something which has never been the case in Copenhagen and Århus. His close cooperation with the University in its everyday work was his ideal, regardless of their being two independent institutions.

In 1973 - 8 years after being established - the library had a collection of almost 400.000 volumes. This makes Torkil Olsen one of the last major collection builders in the classical tradition. One reason why Odense got such a big and valuable university Library was of course the political and economic conditions in the 1960s, perhaps the most favourable during the post-war period, when it was still possible to get adequate grants especially for purposes away from the Capital."

Kolding Nielsen continues: "In other areas, Torkil Olsen followed his own head, as was the case with the selection of the Swedish classification system, SAB. His collaboration with the university was very close, e.g. in the shape of integrated accession (known locally as the historians' model), in which the accession of the central library and the institute libraries was joined. His goal through everything was to integrate the library's services, thereby avoiding the creation of large institute libraries, as they were found at the older universities."

In 1982, Torkil left Odense and was temporarily appointed National Librarian, with the day-to-day management of the Royal Library.



A TREASURE HUNT IN THE BASEMENT

Research librarian Jakob Povl Holck is a treasure hunter. His hunting field is the older part of the collections from the school at Herlufsholm, which the library bought in 1969. Since then, most of the oldest books has been kept in the stacks. A new project is going to highlight the old treasure.

The idea behind the purchase in 1969 was to give the university library an old and unique collection which could form an interesting core collection for researchers and others interested in a wide historical vista.

“The collection certainly does not disappoint: The sheer amount of materials, more than 40.000 volumes, and the breadth of the topics it covers contribute to making this collection an Eldorado for a university”, explains Jakob Povl Holck, who was employed specifically for the project ‘The Old Herlufsholm Collection and the potential for digitalization’.

The library intends to digitalize parts of the collection to make them more accessible to researchers.

“The earliest books are medieval, and this means that quite a big part of the collection are huge folios – what I would call proper books, bound in leather, often with brass clasps, copper-plate illustrations and other embellishments. First editions and other rarities from both Denmark and other countries are richly represented”, Jakob continues. The collection at

SDUB gives us a valuable insight into the rich world of early book-printing, and it is often tempting to compare it to our modern paperback culture, which may seem more light-weight by comparison.

The Old Herlufsholm Collection – which was started at the foundation of the school in 1565 – gives us many fascinating pictures of how ideas changed over the centuries. They can be followed within all the classic fields of study, such as philosophy, political studies, physics, and language.

“People with an interest in natural sciences can use the collection to find epoch-making discoveries and trace the subsequent changes in how societies thought. The research networks of former centuries become visible, and you can trace the various academic environments at the universities. Who knew whom? Who inspired others? Who was hot, who was not?” Jakob explains.

You can also see how e.g. Danish scientists of the 17th and 18th centuries might well study more than one academic field at the university – and how the limits between the humanities and the natural

sciences were often fluid. For instance, for centuries it was necessary to know Latin, if you wanted to write or teach in an academic context. Interdisciplinary studies as such is hardly a new concept.

“If we go even further back in time, the interdisciplinary tendencies become almost extreme, when we look at the so-called polymaths. One might mention Ole Worm, who was both a medical doctor and an antiquarian. Ludvig Holberg was also occupied with both history, geography, and philosophy, when he was not writing comedies. The Old Collection at SDUB has several first editions of these two scholars,” says Jakob Povl Holck.

The potential for research seems enormous, for rare volumes and materials keep turning up in the collection. There are also numerous instances of personal notes and scribbles on title pages and elsewhere in the books, written by people who at one time had the volumes in their hands.

“This is – literally – a way to hold history in your hands!” adds Jakob Povl Holck, who wrote his Ph.D in Nordic philology at the University of Copenhagen.