The Royal Institute of British Architects

Wendy Fish
Director, British Architectural Library

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Earning for Learning’s Sake

Squaring the circle of income generation in an open access era

RIBApix and the Architectural Publications Index
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About the RIBA, its Library & Collections
About the RIBA

• Independent membership organisation and recognised charity
• Receives no public funding
• Supports/develops professional standards for 40k members in the UK and overseas
• Validates the courses of 36 architecture schools in the UK and 58 overseas
• Runs architectural competitions/provides client advisory services
• Seeks to inform/influence government to improve our buildings and environment

• Promotes architecture to a wide public audience
• Maintains/develops a Library and collections accessible to all
• Supports cultural outreach through exhibitions, talks and learning programmes
The RIBA and The V&A + RIBA Partnership

Collections, Stores & Services split 50/50 between two locations

Portland Place
- 150,000 books
- 2000 journals, 600 current
- 4,000 early imprints, 1478-
- 1.5m photos
- Study Rooms
- Galleries

V&A Museum
RIBA Study Room
- 2.5m drawings, mss & archives
- Study Room
- Galleries
- Dedicated RIBA stores & offices
2

The BAL and the Art Discovery Group Catalogue
Participation in the Art Discovery Group Catalogue?

- 4306 early imprints 1478-1840
- c.150,000 books 1840-
- 2272 journal titles (600 current)
- c.12,718 archives records (representing c.800 collections and c.1.5 million items)
- c.12,470 records representing c.1 million drawings, paintings, models, sculpture, toys etc.
- c.30,604 records representing c.1 million photographs
- 16,812 biographical information file records

BAL Currently part of artlibraries.net but not represented on WorldCat
3

Funding the RIBA’s Cultural Activities
How is the RIBA funded?

- **Charitable activities** £10.65m
  - Includes member subscriptions £7m p.a.
  - Some revenue-relieving grants/sponsorship
- **Trading income** £22.9m
  - RIBA Enterprises (£20.5m)
  - RIBA Venues (£2.4m)
- **Total gross income** £34.13m
  - Total cost of generating income (trading expenditure) £18.92m
  - Total available for charitable activities £15.2m
- **Total 2013 Spend** £33.724m
- **Total funds carried forward** £277,930
Recent/forthcoming cultural spending...

• Substantial collection moves
• New London gallery opened Feb 2014
  New website, Architecture.com 2014
• RIBApix re-launch 2015
• Gallery opening in Mann Island on
  Liverpool's iconic waterfront 2015
• Major new public programmes
• New administrative accommodation
• New Learning Centre proposed
• Redevelopment of 66 Portland Place as a
  major public–facing architecture centre
• Significant expansion and re-imagining of
  the Library
Counting the costs

- 34.5 FTE staffing costs = £1,148m
- Non-staff costs of £356k
- Income of £205k (some of it grants)
- Net cost £1.29 m or 8.5% of the RIBA’s 2013 charitable revenue spend
- Covering costs of:
  - Services on three Library sites, including imaging & indexing
  - London-based exhibition, talks, learning programmes (curation/technical support)
  - Support for Liverpool Mann Island (curation, technical)
4

Redeveloping RIBApix
What is RIBApix?

- BAL’s commercial digital image library service
- Stand-alone website ribapix.com
- 80,000+ images (licensing and print sales)
- c.8000 images added, p.a.
- Great when launched in 2005 but now needs a refresh
- No e-commerce and just 1000 external links
- Rudimentary one-way link to online catalogue
- Clunky, limited searches/visually unappealing
- Limited back-office functionality
- Key research resource and income generator
Small Imaging Services Team

- 3.2 FTE staff plus a freelance photographer
- Manages entire digitisation workflow
- Image capture access, discovery
- Income highpoint in 2011 of £103k;
- Average over last 5 years = £64k
- Cottage industry back-office production – not profit making
- Redevelopment project initiated 2013/14
- Contracts recently signed with two suppliers for new front end and new DAMS
Digital Asset Management

Systems Simulation Ltd – Key Strengths
• 40 years in business & established client-base of major players (V&A, British Library, Wellcome)
• AssetIndex+ well-respected product suited our needs
• Company with long experience of systems integration in cultural and museums sector

Internova – Key strengths
• Excellent retail experience and established client base (London Transport Museum, Royal Automobile Assoc., VisitBritain)
• Profit share business model with proven ability to increase client income and market exposure
• Product design & marketing
Benefits to the Library

Systems Simulation

- Easy team to work with and keen developers
- Installation of a state of the art DAMS lays the foundation for ingestion of other digital artefacts
- Collocation of other digital assets on the RIBA network and extending DAMS usage to other departments eg: Press Office
- Could potentially begin serving images to architecture.com
- Ability to link image library and online catalogue to improve cross-searching (RIBApix II)

Internova

- Will develop attractive/easy to use site
- Devise and deliver a full digital marketing strategy including and search engine optimisation
- Launch as subdomain of Architecture.com
- 30% year on year growth forecast over 5 years
- 80%/20% profit share (in the Library’s favour) kicks in after £64k average has been exceeded
- 80/20 approach applies to webshop development
- Design full range of general and bespoke merchandise on an ‘on-demand’ basis
- Releases Imaging Services Manager for more business development
Benefits to Library users (1)

We’ll be moving from this...

To something like this...
Benefits to Library users (2)

Free access for non-commercial use!

- Free non-watermarked access on launch in March 2015 – medium resolution
- Vastly improved interface and search capability will surface more content for researchers & clients
- Greater visibility of our images and services through google, social media
- E-Commerce functionality for paying clients
- Increased commercial income from merchandising/licensing benefits researchers
- Ultimately, biggest benefit will be greater discoverability
Benefits to Library Users (3)

- Confidence about future RIBApix income has allowed us to introduce free self-service photography in our reading rooms
- Self-financing digitisation on demand service just launched and helping to grow database
- Much greater visibility of, and access to, our images
- We hope to diversify access to the image collection through other portals, e.g. ARTstor
- Service to re-launch with new DAMS and webshop in March 2015
5 The Architectural Publications Index (API)
What is the API?

- The BAL’s in-house abstracting & indexing service
- Production dates back to the 1920s
- Produced by a team of three Indexing Specialists
- Published until 2013 in hard-copy and CDROM format by RIBA Enterprises
- 496,000 records and growing by 10,000 p.a.

- Won’t be part of the Art Discovery Group Catalogue
- Available as an integral part of our online catalogue for timebeing
- Obliged to generate income from a ‘value-added’ service
- Need to protect our IPR
- BAL currently exploring new commercial model for subscription-based digital resource
A strange commercial model...

- Hard copy/CD versions ceased with final cumulative index of 2013
- c.600 subscriptions in 1997 and income of £166k p.a. (22.5% to BAL)
- Slow disengagement by RIBA Enterprises and declining sales and marketing effort
- Dwindled to c.80 subscriptions at closure
- All records currently available through the online catalogue
- Has never been a time when they weren’t available freely through the catalogue
- Paying subscribers seem to have valued the ‘discreteness’ of the published version
- Even when told it was free!
A few facts about the Index

It all started a while ago...

- Indexing can be traced back as far as 1900
- Really got going in earnest in 1930s
- 260 titles indexed annually
- 1056 titles over the lifespan of the index
- Around 55 countries covered
- Overlap of around 390 titles with the Avery Index of Art & Architecture
- 2007 comparative study suggests Avery more focused on historical and API more on the modern

Breakdown of coverage

- About 40% of titles covered are unique to API. Of that 40%:
  - 30% titles European (not UK)
  - 20% Asian/Australian
  - 30% Technical/construction
  - 20% British historical/specialist interest journals
  - Over total lifespan of index 62% of titles unique to API (80% for Avery)
db-Metamorphose: Bauen im Bestand [Building on existing stock]. 25 Jahre Mauerfall [25 years since the fall of the Berlin Wall].

On the preservation, conversion and reuse of the architecture of the former German Democratic Republic (DDR). Includes: Beyond the prefect, introduction by Christian Schumwetter, p. 105; Preserved grey: the memorial of Stasi police investigation, Berlin-Hohenschönhausen [HG Herz Architekten], by Falk Jaeger, p. 105-111 [housed in a former Stasi prison in East Berlin the museum/memorial combines preserved cells, surveillance rooms etc with modernised display and information areas]; Preserving the daily at twelve: the former guesthouse for the DDR near the Schloss Schönhausen in Berlin (Van Geisten Marfels Architekten), by Falk Jaeger, p. 112-117 [the former ‘Ostmoderne’ guesthouse for official visitors to the DDR has been preserved and converted into apartments (original architect, 1960s: Walter Schmidt)]; Sympathetic additions: Institute building at the TU Dresden (architects for restoration: Neumann Architekten), by Tanja Scheffler, p. 118-121 [restoration of a 1952 university building [original architect: Walter Henn]]; Profitable loss: Staatliches Museum fur Archäologie, Chemnitz, by Christian Schumwetter, p. 122-129 [Conversion of Erich Mendelsohn’s former Schocken department store, Chemnitz (1930) into an archaeology museum (Atelier Bruckner) with retention of the famous curved facade (Auer Weber and Knierer & Lang)].
API Subject stings for both conversion and current use
Why still bother to index?

• Still a ready audience and perceived need
• Pre-evaluation by subject specialists is still prized
• Commercial publishers recognise the value of good indexing – particularly when allied with full-text
• Excellent feedback from academic and other users
• Confident we can generate significant income from its traditional use as an index
• Also from mining and repackaging the data into new products and services – some charged for/some free
• Income will ultimately benefit our users
Why not give it all away for free?
And future plans for resource discovery...
Increased self-sufficiency brings rewards

• Inspires confidence in us by the RIBA Board encouraging further internal investment in the Library. For example...
  – Increased staffing levels to the benefit of physical and remote users
  – Improved opening hours for users
  – e.g. for mass digitisation
  – Investment in long term Digital Library strategy

The more income we generate, the more we can do for our users!

And encourages the flow of external grant funding and sponsorship
  – Major capital campaigns for building redevelopment
Catalogue entry for Denys Lasdun's Egophile scrapbook
Imperfect look-up in RIBApix
British Architectural Library Systems - current

Features:
- Discrete systems of digitised and non-digitised media
- Multiple points of enquiry
British Architectural Library Systems - an integrated future

Features:
- Integrated systems in the Collection Management System “Cloud”
- Metadata standards
- Single point of enquiry for digital resources
- Digital Asset Management System
- Retroconversion workflow into the CMS "Cloud"
- Secure data ESCROW storage
- Commercial presence in RIBApix.com
Photo credits

• RIBA15080. Main Elevation of 66 Portland Place in 1934. RIBA Library Photographs Collection/ Dell & Wainwright, 1934

• British Architectural Library Reading Room. Photographer: Philip Viles, 2013

• RIBA34178  Hotel Marques de Riscal, Elciego, Alava, at dusk, 2007. Duccio Malagamba / RIBA Library Photographs Collection

• RIBA2088 Hillfield (House A), Whipsnade Zoo Estate, Whipsnade: the sun-catch. Dell & Wainwright / RIBA Library Photographs Collection

• RIBA2478 Battersea 'A' Power Station, John Maltby, 1935 / RIBA Library Photographs Collection.

• RIBA4574 Science Library, University of Aberdeen: the reading room. Henk Snoek / RIBA Library Photographs Collection
Wendy Fish
Director
British Architectural Library
wendy.fish@riba.org
+44 (0)20 7307 3695