Cost/Value Analysis of Selected Information Services
October 14, 2014
Last updated by: KS, ES, KS, ES

Potential revenue-generating vehicles are highlighted in green.

Service suspensions are highlighted in pink.

Definitions
Internals = Current iSchool students, staff, faculty, and alumni
Externals = Everyone else, including but not limited to UTL, Scholars Portal, OCUL, School of Continuing Studies, visiting scholars, and professional associations
iSchool community = All stakeholders of the iSchool

Inforum Hours of Opening

Value for users:
- The Inforum’s hours tend to be longer than the hours elsewhere in the iSchool. The longer hours accommodate current faculty and students wishing to borrow course reserves, technology, and classroom/meeting room keys from the Inforum.

Cost:
- The Inforum’s hours of opening are directly related to the available staff complement, replacements for leaves, and the student budget. Currently, we have 3.2 librarians, 1 technician, and 5 work-study students.

*UPDATE TO PROPOSAL: We were successful in negotiating more budget $, so hours were reinstated for Winter 2015.*

Proposal:
- Reduce Inforum hours of opening by cutting Monday-Thursday 7-10pm and Saturdays.
- Centralize the key pick-up/return area for instructors teaching evening courses, rather than continuing to store classroom keys in the Inforum.
- Install a larger after-hours drop box, to accommodate small technology returns.

Facilities (Room Bookings)

Value for users:
- iSchool faculty and students benefit from free iSchool room bookings for iSchool-related meetings, discussion groups, and events.
- The iSchool has extended our free room booking policy to externals for a variety of events.

Room Bookings Proposal:
- Issue a new policy requiring faculty members with grant project funding to charge the cost of room bookings back to their grant if the booking is related to their grant project.
- Room booking fee would be waived for faculty members who lack grant funding.
- The iSchool should charge a nominal fee (either at an hourly rate or a daily flat rate) to externals who wish to book rooms 307, 310, 507, 538, 728 and e-classrooms 116 & 224/225. See table below for a schedule of suggested rates.
- For special external events approved by the Inforum for hosting within the Inforum space, charge an event-hosting fee. See “Event Hosting” section later in this document.
- With the exception of Inforum 4th floor spaces (i.e., 415, 416, 417, 418 and open area), the Room Booking Service (including database, booking system, and keys pick-up & return) should be managed centrally by iSchool Facilities. However, iSchool staff should continue to be able to book iSchool spaces for internal workshops and meetings.

In reviewing all the bookings made for rooms 116, 417 & 728 in May 2013-April 2014, the potential gross revenue would have been over $37,000 had we collected from alumni and external groups last year.

The prices below cover ONLY the room rental fee. These prices exclude other costs that might be associated with the use of the rooms, e.g., AV support, room set-up, beverage services, catering, and event coordinate on. See “Event-Hosting Facilities” for a list of policies and additional costs to consider.

### iSchool Rooms – Suggested Rates

<table>
<thead>
<tr>
<th>Room</th>
<th>Details</th>
<th>External /h</th>
<th>Internal /h</th>
<th>Source of hourly rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom 507</td>
<td>Maximum 106 occupants, modular tables and chairs, iSchool AV podium, wheelchair accessible, dry-erase whiteboard</td>
<td>$49.50</td>
<td>$13</td>
<td>OSM</td>
</tr>
<tr>
<td>Classroom 538</td>
<td>Maximum 106 occupants, modular tables and chairs, iSchool AV podium, wheelchair accessible, dry-erase whiteboard</td>
<td>$49.50</td>
<td>$13</td>
<td>OSM</td>
</tr>
<tr>
<td>E-classroom 116</td>
<td>Maximum 38 occupants, 20 workstations + 1 instructor workstation, ceiling-mounted projector, dry-erase whiteboard</td>
<td>$31</td>
<td>$8</td>
<td>OSM</td>
</tr>
<tr>
<td>E-classroom 224</td>
<td>Maximum 31 occupants, 11 workstations + teaching podium, tables with built-in power outlet, chairs on wheels, ceiling-mounted projector</td>
<td>$31</td>
<td>$8</td>
<td>OSM</td>
</tr>
<tr>
<td>E-classroom 225</td>
<td>Maximum 31 occupants, 11 workstations + teaching podium, tables with built-in power outlet, chairs on wheels, ceiling-mounted projector</td>
<td>$31</td>
<td>$8</td>
<td>OSM</td>
</tr>
<tr>
<td>E-classroom 417</td>
<td>Maximum 43 occupants, dry-erase whiteboard, 18 workstations + 1 instructor workstation, ceiling-mounted projector</td>
<td>$31</td>
<td>$8</td>
<td>OSM</td>
</tr>
<tr>
<td>Usability Lab 307</td>
<td>Maximum occupancy? (20?) phone line</td>
<td>$31</td>
<td>$8</td>
<td>OSM</td>
</tr>
</tbody>
</table>
| Classroom 310 | Maximum 40 occupants  
Tablet armchairs  
Instructor workstation & ceiling mounted projector  
Not wheelchair accessible | $31 | $8 | OSM |
| Faculty Lounge 728 | Maximum 40 occupants for meetings (60-70 for receptions?)  
Access to kitchenette  
Teaching podium & ceiling-mounted projector  
Licensed space | $55.20 | $44.20 | University College |
| Inforum 4th floor Open Area | Maximum 200 occupants for receptions?  
Event space  
Wheelchair accessible  
Licensed space | $62.30 (Daily flat fee: $385.00) | $0 | University College |

Sources consulted:
- OSM Rates - [http://osm.utoronto.ca/rmrate.html](http://osm.utoronto.ca/rmrate.html)
- University College Rates - [http://www.uc.utoronto.ca/rooms](http://www.uc.utoronto.ca/rooms)
- Hart House - no prices listed on their website
- Toronto Public Library - charges an extra fee of $30/booking to cover setup and teardown (standard for all their meeting room bookings). Equipment charges are separate from room booking charges. TPL charges two separate streams of fees: nonprofits vs. commercial organizations. Contract and pre-payment are required for all bookings. [http://www.torontopubliclibrary.ca/using-the-library/room-theatre-rentals/meeting-rooms.jsp](http://www.torontopubliclibrary.ca/using-the-library/room-theatre-rentals/meeting-rooms.jsp)

**Course Support Services**

Course support services include:
- Reading List Service
- Placing books on course reserves
- Scanning material for inclusion in Blackboard (ensuring copyright compliance)
- Purchasing rush book orders
- Coordinating equipment requests
- Preparing and delivering guest lectures
- Providing software and hardware support
- Providing research for instructors and designing assignments with instructors

**Value for users:**
Save instructors’ time. Save students’ time

**Cost of service:**
Challenging to derive, since the level of support varies by course, instructor, and date of course offering.
While Robarts Library recently launched a service similar to our Reading List Service, their service does not apply to individual Faculties that have their own library, such as the iSchool, with its Inforum.

Academic institutions do not normally charge for this service.

**Reference & Research Services**

**Value for users:**
- Free research consultation for faculty, staff and students
- Save users’ time
- Provide users with information resources that they may not otherwise discover on their own, or realize are available to them for free
- External users currently receive reference and research services for free

**Cost of service:** Staff time (varies)

Academic institutions typically do not charge members of their community for reference and research services, but some choose to extend their research service to external users for a nominal fee.

**Reference & Research Services Proposal:**
- Charge a minimum $25 fee for scheduled in-depth research consultations, and add an additional hourly fee ($100) and a rush/same-day fee for requests ($25) from alumni and external users (e.g., anyone who is not a current iSchool faculty, staff, or student). These rates are equivalent to those charged by the Toronto Public Library’s IntelliSearch Service.
- Reference/Reserve fee can be waived for recent alumni (those who graduated within 2 years), or in exceptional cases, at the librarian’s discretion.
- Faculty members who request research services for their grant project should be charged back for the librarian’s time. The same external rate could be applied to grant projects.

Based on the number of reference interactions and consultations recorded, and the fee that the Toronto Public Library’s IntelliSearch Service generally charges for research services, the Inforum could have generated around $300 in gross revenue from external research consultations in May 2013-April 2014.

Sources consulted:
- Toronto Public Library - [IntelliSearch Service](http://www.torontopubliclibrary.ca/intellisearch/#fees)
- Rotman Business Information Centre, InfoSolutions. This fee-based service has been discontinued. [http://www-2.rotman.utoronto.ca/BIC/InfoSolutions/InfoSolutions.htm](http://www-2.rotman.utoronto.ca/BIC/InfoSolutions/InfoSolutions.htm)
- MaRS Discovery District. Industry and market intelligence research are conducted only for current MaRS clients. No prices listed on their website.

**Course Repository Service**

This is administrative work that must be completed, in compliance with iSchool and School of Graduate Studies policies.
Technology Loan

Value for users:
- iSchool faculty, staff and students have free access to a wide range of technologies.
- Alumni who hold an external user’s card benefit from the technology loan program to a slight degree: alumni are permitted to borrow a laptop so long as the laptop is used within the Inforum.
- In addition to the benefits for users, the value of the program is also dependent on the cost of acquiring the equipment and the depreciation of the equipment.

Cost of service:
- Requires ongoing partnership between the Student Tech Fund Committee(s) and IT & Inforum staff.
- Staff time for identifying vendors, placing and receiving orders, preparing/installing software and hardware.
- Staff time to place the technology in circulation (including generating records in Sirsi, labelling, designating a storage location, informing staff, and promoting the new technology).

Technology Loan Proposals:
- Issue a policy requiring faculty members to factor the cost of each technology borrowed from the Inforum into their grant budgets, and charge equipment rental costs back to their grants. This policy should also apply to post-doctoral candidates and researchers working with iSchool faculty members on joint projects.
- Alumni who borrow a laptop using their external user’s card should be charged a one-time nominal fee (see “Alumni Services” section, later in this document) for the laptop loan AND be required to sign a waiver form. (A notation would be added to their record to indicate that they have paid the technology loan fee.)
- IS staff should charge a processing fee for damaged equipment and equipment replacement, charged to the user who damaged the equipment, regardless of type of user. (e.g., $45 minimum to cover staff time and supplies, though the rate should be agreed upon with the Tech Fund Committee.)
- Install a new drop box that can accommodate after-hour returns of laptops.

Poster Printing Service

Value for users:
- iSchool students currently pay discount prices for poster printing
- Faculty and staff can print for free, so long as the poster is printed for iSchool business
- Gross revenue, May 2013-April 2014: $1959.58. (Note: An additional $380.30 worth of posters were printed for free for PhD students presenting at PhD Research Days, at the request of the Dean’s Office)

Cost of the service:
- Estimated annual cost of running the poster printing service: $1764.00 (net revenue: $195.58, excluding staff time)
- Average staff time required per poster: about 30 minutes
- 99 posters were printed in May 2013-April 2014

Poster Printing Service Proposals:
- Change the fee structure. Instead of charging each poster per linear foot, charge by square foot printed, with a minimum charge of $12 per job. See table below for a sample fee schedule.
- Stop offering free printing for PhD Research Days.
- Lengthen the minimum poster printing request time from 3 business days to 5 business days (excluding weekends, statutory holidays, and university closures).
• Note that our HP plotter is an older model and service/maintenance costs will go up over time; if there are no plans to continue the upkeep of this machine, or to replace the machine in a few years, we should think about discontinuing the poster printing service.
• Discontinue service, as there is one in Physics and at FedEx around the corner

**Price comparisons:**

<table>
<thead>
<tr>
<th>Dimensions (Max length of shortest side must be (&lt;= 40&quot;))</th>
<th>Inforum $10/linear ft*</th>
<th>UTM Library $4.00/sq ft</th>
<th>Estimated FedEx cost (set dimensions)</th>
<th>Physics Dept (for U of T outside of Physics) $7/sq ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poster 3' x 4' (36&quot; x 48&quot;)</td>
<td>$40.00</td>
<td>$48.00</td>
<td>$179.99</td>
<td>$84.00</td>
</tr>
<tr>
<td>Poster 2' x 3' (24&quot; x 36&quot;)</td>
<td>$20.00</td>
<td>$24.00</td>
<td>$84.99</td>
<td>$42.00</td>
</tr>
</tbody>
</table>

**Sources of information:**
- U of T Physics Department, Graphics Support Services - [https://www.physics.utoronto.ca/physics-at-uoft/services/plrs/media-arts-centre-graphics/costs](https://www.physics.utoronto.ca/physics-at-uoft/services/plrs/media-arts-centre-graphics/costs)
- UTM Library - [http://library2.utm.utoronto.ca/faq/mapposterprinting](http://library2.utm.utoronto.ca/faq/mapposterprinting)

**Photocopying & Printing**

**Value for users:**
- Free for iSchool faculty members, staff and PhD students.
- For everyone else, we charge $0.10 per page B&W ($0.50 per page colour), whether single- or double-sided.

**Cost of service:**
Total cost of Ricoh leases in May 2013-April 2014: $12,205.98.


**Scanning**

**Value for users:**
Free for everyone.

**Cost of service:**
No cost for staff. This is a self-serve service, though we provide instructions.

**Interlibrary Loan & Intercampus Delivery**

**Value for users:**
- Primarily benefits libraries outside of the Inforum.
- Promotes the Faculty of Information to other institutions through the Inforum collection.
Cost of service:
- Staff time: 20 minutes per request (books require less time, digital copies require more time)
- Postage: applies only to physical copies; check with Glen Menzies

Gross revenue collected in May 2013-April 2014: $585.86 (excluding staff time, postage, and invoices that remained unpaid on April 30, 2014). 139 requests were filled.

New Acquisitions Service

Value for users:
- Users do not need to purchase a personal copy of a book. If the book is purchased for the collection, the user who submitted the recommendation can request to have first priority to borrow the book when it arrives.
- There are no limits to the number of books recommendations that a person can submit.

Cost of service:
- Average price of a monograph in 2013-2014: $75.36
- Average price calculated from:
  - Total spent on monographs: $52,599.65 (note: funds come from central U of T libraries)
  - Total number of monographs purchased: 698

Note: UTL charges $45 per book for labour and processing. We only charge this price to users for replacement copies of lost/damaged books.

Rush Cataloguing Service

Value for users:
- They do not have to wait for a new book that has already arrived.
- We do not charge for rush cataloguing.

Cost of the service:
Average staff time: 15 minutes

Compare with in-house cost with going externally with vendor-supplied cataloguing (based on cost from Coutts in 2013):
- $6/title for copy cataloguing from a full-level record (excludes Dewey classification + cutting)
- $16/title for upgrading a less-than-full level record to a full record with classification and cutting.
- Assume that because of Dewey classification and cutting needs, each title costs $16 to catalogue.
- Cost = 698 title x $16/title = $11,168 on top of existing monographs budget.

Proposal: Limited Rush Cataloguing Service
- Give priority to iSchool course-related requests, then iSchool faculty and students.
- Extend expected turnaround time from 2 business days to 2 weeks.
Dissertation Service

Value for users:
We order up to two dissertations for each PhD student taking INF3001/INF3003. The PhD student can borrow the dissertation an extended loan period.

Cost of service:
- ProQuest Retail Price List for Dissertations: Softcover paper: $56 USD
- Average staff time required to search and place order: under 30 minutes for dissertations available through ProQuest.

Proposal: Discontinue the service
- Most papers that are available for ordering through ProQuest are also available as PDF downloads from ProQuest's dissertations & theses database. All UTL students and faculty have access to this database via the UTL catalogue.
- Many universities also run their own open access digital repository of recently completed doctoral dissertations.

Waiving Fines for iSchool Faculty

Value for users:
iSchool faculty members who incur fines on Inforum material may request to have those fines cancelled. This service does not apply to fines incurred on items from other libraries.

Between May 1, 2013 and April 30, 2014, over $1000 worth of Inforum fines were cancelled for iSchool faculty members.

Remind faculty members to pay their fines here:
- For those who wish to request cancellation on their Inforum fines, encourage them to pay their other UTL fines at the Inforum, as the money goes back to the iSchool.
- Promote to everyone, ask them to spread the word to others to pay their fine in person here – reinvest in the services, facilities and staff that they continue to use.

Holds

Value for users:
- Anyone can place a hold on a book that is checked out.
- Anyone can request a recall on books that have been checked out for more than two weeks.

Cost of the service:
- Minimal staff time required to alert users of a hold becoming available.

Alumni Services

Value for users:
- Alumni have free access to browse the Inforum collection and study in the Inforum space.
Alumni have free access to borrow books from the Inforum’s print collection.

**Staff cost:** 2 minutes (or less) to create the borrowing card at the information desk.

*Charge a nominal fee for alumni services:*
- Charge $5 for each new borrowing card created, good for one year.
- Charge $5 for each renewal of an expired card. (e.g., 50 renewals/new cards per year = $250)
- Alumni who wish to borrow a laptop for use within the Inforum must sign a waiver form and pay a small one-time user fee. (Staff will enter a notation on the borrower’s record, indicating that the alumnus/alumna has paid the user fee, prior to checking out the equipment.)

**Green Notebooks**

**Value for users:**
- Users who need a notebook have access to an environmentally-friendly option.
- Gross revenue from Green Notebooks, May 2013-April 2014: $29. (We charge $1/book.)
- The notebooks divert reusable single-sided paper from recycling too early.

**Cost of service:**
Staff time to create the notebooks: 10 minutes per book (or less).

**Merchandise Sales**

**Cost of service:**
- Cost of restocking merchandise.
- Staff time to reconcile sales.

*Investigate additional merchandise sales*
- Determine if there are other types of merchandise that we could sell at the Inforum that would generate net revenue.

**Instructional Services**

This year, in a cost recovery/fund generating effort we are opening up a few spaces in selected workshops for alumni, information and heritage professionals/researchers, and others to take the workshop for a fee. This is not only of financial benefit, but it is a means of offering networking opportunities for our students with current employers, researchers and external students, as well as a recruitment vehicle.

- Funds collected: ~2 sessions of approximately 10 workshops in the 2014-2015 iSkills workshop roster have been identified as appropriate for opening up to externals for a fee of $25-$75. We would open up 5 spaces in each workshop; thus, there is an opportunity to make $2500 - $7500.
Event-Hosting Facilities

Value for users:
- They have access to an event space at the University
- Often, the event is related to a scholarly or professional interest shared by the iSchool

Costs for staff:
- Events in the Inforum 4th floor require staff coordination, preparation and teardown time, and lead time to notify users of possible service interruptions.
- Events often require last minute assistance from staff coordinator.
- Events often require additional AV support, access to additional technology, food, catering, and clean-up.

Proposal: Charge an hourly rate or a flat fee for event hosting
- Establish rental rates and procedures
- Establish policies around use of space
- Events in the Inforum would need librarian approval and be spaced out far enough in the academic year to minimize service disruption to regular users.

See “Facilities (Room Bookings)” for basic room rental rates.

Policies required for opening up facilities for event hosting for fee:
- Cancellation policy (include fee for cancelation prior to 2 business days)
- Staff set-up and teardown
- Minimum time required between requesting the facilities and the actual date of the event
- Policy and charges regarding additional requirements (e.g., food, catering, liquor licensing, clean-up, AV and tech equipment)
- Requirements for volunteers
- Policy on overtime charges
- Policy on events for which organizers will be charging entry fees
- Policy on covering charges for external AV rentals
- Procedures and forms for collecting fees (prepayment or collect after the fact?)
- Waiver forms

Sources consulted:
- OSM Rates - http://osm.utoronto.ca/rmrate.html
- University College Rates - http://www.uc.utoronto.ca/rooms
- Hart House - no prices listed on their website
- Toronto Public Library - http://www.torontopubliclibrary.ca/using-the-library/room-theatre-rentals/meeting-rooms.jsp
- Media Commons - http://www.utoronto.ca/ic/mediaproduction/rates_external.html

Exhibitions & Displays

This is more of an outreach vehicle (for iSchool benefit) than a service.

Proposal:
- Investigate teaming up with Matt Brower and his Exhibition Class, or take proposals and accept applications, as the ICO (International & Community Outreach Coordinating Group) at UTL does.
- Investigate the feasibility of charging for external exhibitions hosted in the Inforum.

**IT Support Services**

IT staff currently are able to provide hardware and software cost estimates to faculty members for inclusion in research grant applications.

*Proposal: Charge IT services back to grants [To be discussed first with IT staff]*
- Charge faculty members with grant funding for staff time to research, order, receive, install, and set-up the required technology.
- Waive charges for faculty members who do not have grant funding.