

The change	Cost	Benefits
Be able to hide or remove unused courses	I would expect this to be a low cost one-time change due to a couple already existing factors. The main cost for the implementation of this change would be the software required for it. Firstly, there is already a feature in D2L that lets students pin courses that they choose, so I believe this feature shows the system can already handle a change like this. Secondly, because the pinned feature is already there, this new hidden feature can be put beside the pin feature for the best usability.	Most users will benefit from this change, students especially. Currently, I have 30 courses in my course list of which I only use 7. Even though this feature would be unquantifiable, it would improve the usability of the D2L site for its users.
Add BCIT webmail to D2L instead of a separate website	I think this feature would be on-going and high cost. The main cost would be the services required to support email under the "learn.bcit.ca" domain. If email was processed through the D2L site, the overall traffic would increase.	Most users would benefit from this change due to its increase in convenience, but I think the D2L company would benefit the most. This is because I think the software company used for the current email system is separate from D2L. If D2L included an email service through their website, this quantifiable change would increase the cost of their product, most likely resulting in more profit.
Add a profile system where we can find the discord of teachers or students.	I think this feature would be an on-going high cost. The initial cost for the implementation of this feature would be huge, but as more users are added, the system would need to be scaled as well.	Of course the users would benefit from this change, but I think if D2L implemented this, both D2L and Discord would benefit. This quantifiable change would help bring new users to Discord.
Add a feature to allow students to view course material offline, this could be through an app or download of all material from a section or entire course	This would be a simple one-time low-cost addition.	The only people I could see benefiting from this addition are the users of the D2L site.
Add an option for a dark theme	This would be a simple one-time low-cost addition.	Similar to above, I see the user benefitting the most from this change. But this feature could be a deciding when choosing an LMS, making it quantifiable. Personally, I think a dark

		theme is always a nice feature to have and it also shows how evolved a website is because of how many top websites have it as an option.
--	--	--

## Analysis

1. What do you think? Are the benefits of the changes you described greater than the costs, or is it the other way around? Why?

Overall, I think the cost of these changes outweighs the benefits, which explains why they haven't been implemented and probably never will be. Most of the changes would only benefit the users of D2L, so the changes would not be worth implementing. Even though most of the changes are low cost, they are insignificant compared to other features that should be added. It would be the better business move to not implement the small changes and instead invest that money for other features. Although, I believe the addition of BCIT webmail to D2L would prove the highest cost to benefit ratio as it would allow D2L to charge more for the use of their products.

2. Can a **not-for-profit**, like BCIT (yes, BCIT is a not-for-profit organization) make a "CBA" if there is no "profit" to use as a basis for decision-making?

Absolutely, as someone who pays tuition, I hope BCIT is doing CBA in their decision-making process. CBA helps make the best decision. For example: an option between two different LMSs, a cheap LMS and a more expensive LMS. Let's say a difference of \$1,125,000 annually. Across the 45,000 BCIT students, each student had to pay \$25 extra every year (bcit.ca; 2022). If the benefits of the more expensive LMS are worth the extra cost, I would hope that BCIT would pick the more expensive LMS.

3. Why do we need to know the **benefits** as well as the costs of something in order to make a decision? Put another way, why not just always select the lowest cost option?

We need to know the cost and benefits because sometimes it is not always best to choose the cheapest option. If the ratio of cost to benefits is higher with the more expensive options, then it is usually better to pick the more expensive option as we receive more benefits because it's a lower cost per benefit.

Citations

*British Columbia Institute of Technology*. (2022). Retrieved January 19, 2023, from <https://www.bcit.ca/files/about/pdf/bcit-viewbook-2022-23.pdf>