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CONTEXT:

To demonstrate my understanding of fiscal management I have created an artifact that evaluates the Total Cost of Ownership (TCO) for the deployment of two possible solutions for interactive classroom projection and display.

LEARNING OUTCOME:

This artifact addresses the following Learning Outcome from the *Fiscal Management* class.

FM-08. Demonstrate a working knowledge of Management Accounting

REFLECTION:

The Total Cost of Ownership (TCO) for Interactive Projection and Display technology was created after consideration of best instructional practices that meet the safety and presentation needs of classrooms in my district and in consultation with my technology staff regarding specifications of equipment, functionality of the technology, and the impact of integration into existing systems. The concept of adding large flat screen televisions to our classrooms as an interactive display has been discussed for several months and testing of the system has begun prior to piloting. This artifact represents the efforts of my technology department and articulates the reality of our classroom environments as they exist and the cost of providing interactive technology for my teachers and students.

This artifact demonstrates mastery through the considerations of the existing conditions, the researched cost for equipment and services, and the calculation of the overall cost for each solution over the course of five years. Direct and indirect costs are included in the Total Cost of Ownership (TCO) and reflect an understanding of the environment around teacher competency in integrating new technologies and appropriateness of the technology solutions for the instructional purposes.

As I began working on this particular artifact, I drew on learning from the presentation from the Fiscal Management class and the discussion that ensued regarding the importance of the decision making that comes into play when launching new projects or changing system already in practice. Although I had an understanding that the cost of implementing new technology or an industry standard was based upon both direct and indirect costs, the process of thoroughly analyzing this new implementation was an informative learning experience. Working through this artifact enhanced my understanding of what the true cost of implementing something new in the district. Simply adding flat screen televisions in the classroom to rectify a potential safety hazard of power cords demands much more thought as the impact goes beyond the cost of the acquisition of the equipment. Although my thinking comes from an instructional perspective, I found myself considering how this technology will

actually be used and what is the impact on student learning - will it make a difference? This leads to the return on investment - will the amount of money spent on adding this new technology have a large enough impact on student achievement to justify the cost, or is it another shiny object? These are real considerations when working with public dollars and is something that I take seriously.

The Total Cost of Ownership (TCO) study not only opened my eyes to the true cost of implementing this new technology, but made me step back and rethink the role that technology has in the classroom. It has me questioning whether flat screen televisions are really what we need in classrooms and is it okay to not be “innovative” and stay with the projectors. As I reflect upon this artifact and discuss further with my team, I am beginning to realize the limitations of the flat screen television and that there might be a better option to consider. Although the flat screen televisions are more cost effective as identified through this activity, it has caused me to question if it is the best tool for instruction and if the addition of the Extron system might add even greater interactivity, which would increase the cost.

As a CTO, I will be expected to make informed decisions regarding technology acquisitions, set industry standards for 21st century learning environments as new schools are built, and be a leader in educational technology. With the responsibility of making these decisions, I will rely upon the feedback of my staff, both technology and edtech, as well as teachers and administrators to help me correctly identify the total cost of ownership and consider the return on investment. Having the knowledge from the CTO mentor program, the professional network to ask questions of, and the practice of creating this artifact has provided a foundation to develop decision-making around new technology.