

SHUFHLYH WKH LQIXVLRQ RI \$,WKQWURFWKHLV RFXWHDFFKQOP UHVRXU
 EDODQFLQJ HQWKXVLDVP IRU WSHFKQRORJLHDO WGDDEQJPHQWKH HI
 ZLWK FDXWLRXV ERQVELGRDQWULRFRDIXXHQFRV DQG PDQDJHPHQW DQG
 ,Q VXP WKH H[LVWLQJ ERG\ RI UHVHDFK KDV ODLG D VROLG
 IRXQGDWLRQ LQKQIDFHWWDFQODERU HGXFDWLRQ
 DQG WKH NLQGHUJDUWHQ WR SULPDU\ VFKRRO WDWLWLRQ DWLWRQ DV ZHO
 DV WKH HPHUJLQJ UROH RI \$, LQ HGXFDWLRQ <HW WKHUH LV D
 GLVFHUQLEOH JDS LQ WKH OLWHUDWLYH WYHGHG WYHGHG WYHGHG WYHGHG
 HOHPHQWV WR RSWLPL]H HGXFDFWLRQ RYXWFRSKV VWDWLYWLFDOH
 UHVHDFK FRXOG IRFXV RQ FUHDWDFWLRQHGDFWLRQSDQGLYXWDRYLWW
 WKDW OHYUDJH \$, WR VXSSRUWDFWLRQHGDFWLRQSDQGLYXWDRYLWW
 ODERU HGXFDWLRQ DQG PDQDJH HGXFDWLRQHGDFWLRQSDQGLYXWDRYLWW
 HIIHFWLYHO\ HQVXULQJ D VHDPODFWLRQHGDFWLRQSDQGLYXWDRYLWW
 IRU OHDUQHUV

5HVHDFK 0HWKRGRORJ\

7KH DLP RI WKLV VWXG\ LV WR XQGHUVWDQG DQG JUDVS WKH
 DSSOLFDWLRQ VWUDWHJLHV RI FRPPHULDQ \$, LQ ODERU
 HGXFDWLRQ GXULQJ WKH WUDQVWLRQ TURP NLQGHUJDUWHQ WR
 SULPDU\ VFKRRO 7KHUHIRUH ZH KDYH FKRVHQ TXHVWLRQDULUH
 VXUYH\ DV WKH PDLQ UHVHDFK PHWUHV 7KH DLP RI SH
 TXHVWLRQDULUH VXUYH\ LV WR FROOHFW GLUHFW 7KH VDFWLWLFDO
 YLHZV IURP HGXFDWRUV DQG SDUHQWV RI FKLOGUHQ 7KH
 TXHVWLRQDULUH ZH GHVLJQH FRYHUV YDULRXV DVSHFWV RI WKH
 DSSOLFDWLRQ RI FRPPHULDQ \$, LQ ODERU HGXFDWLRQ VXFK DV

7DEOH 1 DSSOLFDWLRQ RI DERUHGDFWLRQSDQGLYXWDRYLWW

\$SSOLFDWLRQ RI \$, 7H			/DERU
(GXFDFWLRQ DW WKH 3 7HDF 3DUHQWV GHUJDUWHQ			
7UDQVWLRQ 6WD			
3HUFHQWDJH RI XVLQJ \$,			
\$YUDJH XVDJH WLP HV S	WLF	WLP H	
9DULDQFH RI XVDJH IUHT			
6WDQGDUG GHYLDWLRQ F			XHQF\

)URP WKH WDEOH LW FDQ EH \$,HWDFWLRQSDQGLYXWDRYLWW
 SDUHQWV KDYH D KLJK XVDJH UDLW RI \$,DWLWYHQRORJLSDQGLYXWDRYLWW
 HGXFDWLRQ DQG WKH XVDJH IUHTXHQF\ORNLW M DFKH F\DWLQJJKH SDUHQW
 VKRZLQJ WKDW HGXFDWRUV KDYHDFWLRQSDQGLYXWDRYLWW DWLWYXGH WRZDUGV

7DEOH 2 IIFWV RI \$, LQ ODERUHGDFWLRQSDQGLYXWDRYLWW

(IIFWV RI \$, LQ /DERU	7HDFK	3DUHQWV	Q DW WKH
3UHVFKRRO NLQGHUJDUWHQ			WLRQ 6WDJH
3HUFHQWDJH RI DJUHLQ			LPSURYHV ODERU
VNLOOV			
3HUFHQWDJH RI DJUHLQ			LW LPSURYHV
LQGHSHQGHQW ODERU D			
W WHVW W YDOXH			
W WHVW S YDOXH			

)URP WKH WDEOH PRVW WHDFKQV LDFQV SDQGLYXWDRYLWW LQ HWKH D
 WKDW \$, WHFKQRORJ\ KHOSV WR VHDPODFWLRQSDQGLYXWDRYLWW
 VNLOOV DQG LQGHSHQGHQW ODERUHGDFWLRQSDQGLYXWDRYLWW

7DEO, QWHUHVW DQG , LQ /DERU (GXFD 7HDFKI 3DUHQWV RI \$,

, QWHUHVW DQG , LQ /DERU (GXFD 3UHVFKRRO .LQGH 7UDQVLWLRQ 6WD	7HDFKI 3DUHQWV	RI \$,
3HUFHQWDJH RI LQFUHDVHV FKLO ODERU		LW VW LQ
3HUFHQWDJH RI HQKDQFHV V LQWHUDFWLRQ		LW
\$129\$ WHVW UHVX	6LJQLI GLIIHU	

)URP WKH WDEOH PRVW WHDFKHU VDIHQHS DUHQWR I SH OLHFYKQRORJ
WKDW \$, WHFKQRORJ\ FDQ LQFUHDVHU FKMO GLOHQ SU R RWHUHQV W QVHU
ODERU DQG HQKDQFH WHDFKHU EGG G LG G DGH GDFMURHQ FHR ZHYHU
WKHUH DUH DOVR VLJQLILFDQW GLIIHUHQFHV ZKLFK PD\ UHIOHFW

7DEO 6DWLVDFWLRQ RI 7HDFK MUKV \$ DQG 3DUHQW (G X EDVLRRO 7UDQNUWLRQ 6V

6DWLVDFWLRQ RI 7HDF \$, LQ /DERU (GXFD 3UHVFKRRO .LQGHUJDU\	7HDFI 3DUHQWV WKH	3DUHQWV ZLWK LWLRQ 6WDJH
6DWLVDFWLRQ ZLWK LF		DERU VNLOOV
6DWLVDFWLRQ ZLWK L ODERU DELOLW\		LQGHSHQGHW

)URP WKH WDEOH PRVW WHDFKHU KQRORJ SDUDVDFWLRQ VFKDUMHG VRPH
VDWLVIHG ZLWK WKH UROH RI \$, SHULFHQVLRQ LQ LPSURYLQJ
ODERU VNLOOV DQG LQGHSHQGHW ODERU DELOLW\ VKRZLQJ WKDW

7DEO HLOOLQJQHVV WR 8VH LQ WKH)XWXUH

:LOOLQJQHVV WR 8VH LQ	7HDFKHUV	3DUHQWV
3HUFHQWDJH RI ZLOOLQ WHFKQRORJ\ IRU ODERU		
ODLQ H[SHFWHG GLUHFV	2SWLPL]H RS LQFUHDVH FRQWHQW	2SWLPL]H RSHUDWLRQ DQG LQFUHDVH WHDFKLQJ FRQWHQW

)URP WKH WDEOH PRVW WHDFKHU VDIHQHS DUHQWR VZHQVULQV QHQV DQ
WKHLU ZLOOLQJQHVV WR FRQWLXWHFKQRORJ\ \$, WHFKQRORJ\ IRU
ODERU HGXFDWLRQ 7KH PDLQ LPSURYHPHQWV GLOHQVLRQV WKH WKH U
H[SHFW LV WR RSWLPL]H RSHUDWLRQV DQG VDIHQV \$, WHFKQRORJ\ LQ
FRQWHQW ZKLFK PD\ UHIOHFW ODERU WHDFKHU VDIHQV LQGHSHQGHW O
LQFRQYHQVHQFHV LQ WKH XVH RUHQVDFWLRQV WHFKQRORJ\ DQG HI
VRPH GHILFKHQFHV FKLO JFRQWHQW SWDFWLFH \$FRUGLQJ WR VPLWKV
H[SHULHQFH RI WHDFKHUV PD\ PDN
DWWHQWLRQ WR WKH LPSURYHPHQW F
SDUHQWV PD\ SD\ PRUH DWWHQWLRQ
SDUWLFSDWLRQ' > @

\$QDO\VLV RI 5HDVRQV

3DUHQWV PD\ IRUHQVLRQV LQGHSHQGHWV RI \$, WHFKQRORJ\ LQGHSHQGHWV
WHFKQRORJ\ \$FRUGLQJ WR WKH WHDFKHUV RI LPSURYHPHQWV LQGHSHQGHWV
3DUHQWV PD\ ODFN WKH RSHUDWLRQV DQG VDIHQV LQGHSHQGHWV LQGHSHQGHWV
FRUHVSRQGLQJ WR \$, WHFKQRORJ\ DQG WHDFKHUV PD\ WHDFKHUV \$FRUGLQJ
GRXEV DERXW WKH DFWXDO HIFWRI \$, WHFKQRORJ\ 7KEY GLIIHUHQFHV

LQWHUHVW DQG LQWHUDFWLRQ RFLSLVWLFHQWV RQ WFKILVFK UBTXDEHRU
 WHDFKHUV DQG SDUHQWV WR DGHSHWZ HDHQGDWHDFKHWVDFGUFKLOUGWHRQ
 FKLOGUHQIV LQGLYLGXDO GLIIHUHQFHVHQV LQ WHDFKHUV DQG SD
 6DWLVDFWLRQ RI WHDFKHUVHDEGWSDLQWVHVVWLVDFWLRQ
 WHFKQRORJ\ LQ LPSURYLQJ ODERSSONEDVYRQQZLOOGESSEGWQRZDU
 ODERU DELOLW\ \$FFRUGLQJ WRLJXVDELH\GHHVHVRU FKHHS, GLIIHUHQW
 WHFKQRORJ\ FDQ LPSURYH FKLQGXHQWMLRODERSDUHQWVDOG ZHOO
 LQGSHQGHQW ODERU DELOLW\ DPHSRFKGDCUHFQVWRPLJHG DQG
 SHUVRQDOLJHG WHDFKLQJ VROXWZRQVHIRBZHYZHU VXXHWVWPDQDFUHDV
 UHTXLUH PRUH HGXFDWLRQDO HUVHDEOENKLDQJG IHHFKDQNFDFKDL
 VXSSRUW> @ SURYLGLQJ PRUH UHVRXUFHV DQG V
 :LOOLQJQHVV IRU IXWXUH DSSOLFDFWLRQV O\$FFSWGLQJLQW\$, WHFKQ
 -RKQVRQIV UHVHDFKHUJDOVWQXJSDUHQWUHQV DWHUV DQG HQKDQFH
 SRVLWLYH DWLWXGH WRZDUGV HGWDFKLRQDQJDSVSHFDVWRQRKSH
 WKDW\$, WHFKQRORJ\ FDQ EH PRUH VLPSON DQG FRQYHQLHQW WR
 RSHUDWH DQG WKH WHDFKLQJ FROWHUV LV PRUH GLYHUVH DQG
 YDULHG 37KLV PD\ UHIOHFV WKDW \$FNQRZOHGJPHQW
 LPSURYHPHQW LQ WKH HGXFDWLRQDO DSSOLFDFWLRQ RI FXUUHQW\$,
 WHFKQRORJ\> @ 0LQJX 1RUPDO 8QLYHUVLW\ RI ;LQJ\

6XJJHVWLRQV DQG &RXQWHUPHDVXPHV

,QFUHDVH SDUHQW HGXFDWLRQ ,QYLHZ RI WKH GLILFXOWLHV DQG
 FKDOOHQJHV WKDW SDUHQWV PD\HDFKHUHQV XVLQJ\$,
 WHFKQRORJ\ LW LV UHFRPPHQGHG WKDW HGXFDWLRQ
 GHSDUWPHQWV DQG VFKRROV UHJXODNWKORRIUHGXFDWLRQVWDLQJ
 SURYLGH GHWDLOHG RSHUDWLQJ JXKHQ DQG WHFKQFEDQVXSURUW*
 WR KHOS SDUHQWV EHWWHU XQGHUWDFWLRQ XH\$UWHFKQRORJ\ 6
 (VWDEOLVK D IHHGEDFN PHFKDQLVPLQVWUHQVGRQWVWLRQVXEOLVKLQ
 DQG VXJJHVWLRQV RI WHDFKHUV DQG SDUHQWV RQ LPSURYLQJ
 FKLOGUHQIV ODERU VNLOOV DQG VHOI ODERU DELOLW\ WKURXJK \$
 WHFKQRORJ\ 3D IHHGEDFN PHFKDQLVPLQVWUHQVGRQWVWLRQV (GXFD
 HVWDEOLVKHG WR DFKLHYH HGXFDWLRQDO JRDOV > @
 3HUVRQDOLJHG GHVLJQ 6LQFH WKH HIIHFV RI \$, WHDFKHU DQG 3
 WHFKQRORJ\ LQ VWLPXODWLQJ FKLQGXHQWV LQWHUHV DQG 3
 SURPRWLQJ LQWHUDFWLRQ PD\ YDQVWUHQVWRQVDFWLRQDQD&RPSDU
 GLIIHUHQFHV LW LV VXJJHVWHG WKDW\$, WHFKQRORJ\ GHYHORSHU
 FRQVLGHU WKLV ZKHQ GHVLJQLQJ SURYLGLQJ SHUVRQDOLJHG
 WHDFKLQJ SURWUDFWLQJ IHWKRGV3UHQVN\ 0 ,QGLYLGXDO 'L
 3URYLGH PRUH UHVRXUFHV DQG WHFKQWLRQVSSRLOKDLQHQ (GXFD
 WKDW\$, WHFKQRORJ\ PD\ QHHG PRUHGHQDNLQDQD&RPSXWHU, QWH
 DQG WHFKQFLDO VXSSRUW WR HQKDQFH ODERU VNLOOV DQG\$, L
 LQGSHQGHQW ODERU DELOLW\ WHDFKLQJHFRPPHQGHG VWRW 7RQ 6
 HGXFDWLRQ GHSDUWPHQWV DQG WHFKQWLRQVWUHQVGRQWVWLRQV
 UHVRXUFHV VXFK DV PDQSRZHU ILODQFLDO UHVRXUFHV HWF WR
 VXSSRUW WKH GHYHORSPHQW DQDSSOLFDFWLRQRI XWXUH WR LUHF
 WHFKQRORJ\ (GXFDWLRQ WHDFKHU DQG 3DUH
 ,PSURYH\$, WHFKQRORJ\ \$FFRUGLQJ WR WKH DSSOLFDFWLRQ 5HVHDU
 ZLOOLQJQHVV RI WHDFKHUV DQG SDUHQWV LQ WKH IXWXUH 3LW LV
 VXJJHVWHG WKDW\$, WHFKQRORJ\ GHYHORSHUWKHFRWLQXH%ULGJL
 RSWLPLJ WKHLU SURGXFWV > @' QNHUJWUHQVHDFKHUWRDERU
 RSHUDWH DQG WKH WHDFKLQJ FRQWUHQVPRUHGLYHUVHDOY&RPSXW
 WR PHHW WKH QHHGV RI GLIIHUHQW XVHUV

&RQFOXVLRQ

,Q ODERU HGXFDWLRQ DW WKH WUDQVLWLRQ VWDJH IURP SUHVFKRRO
 WR SULPDU\ VFKRRO WKH DSSOLFDFWLRQ RI \$, WHFKQRORJ\ KDV
 DOUHDG\ EHFRPH YHU\ ZLGHVSUHDG ORVW WHDFKHUV DQG
 SDUHQWV EHOLHYH WKDW\$, WHFKQRORJ\ FDQ KHOS LPSURYH
 FKLOGUHQIV ODERU VNLOOV DQG VHOI UHOLDQFH LQFUHDVH