

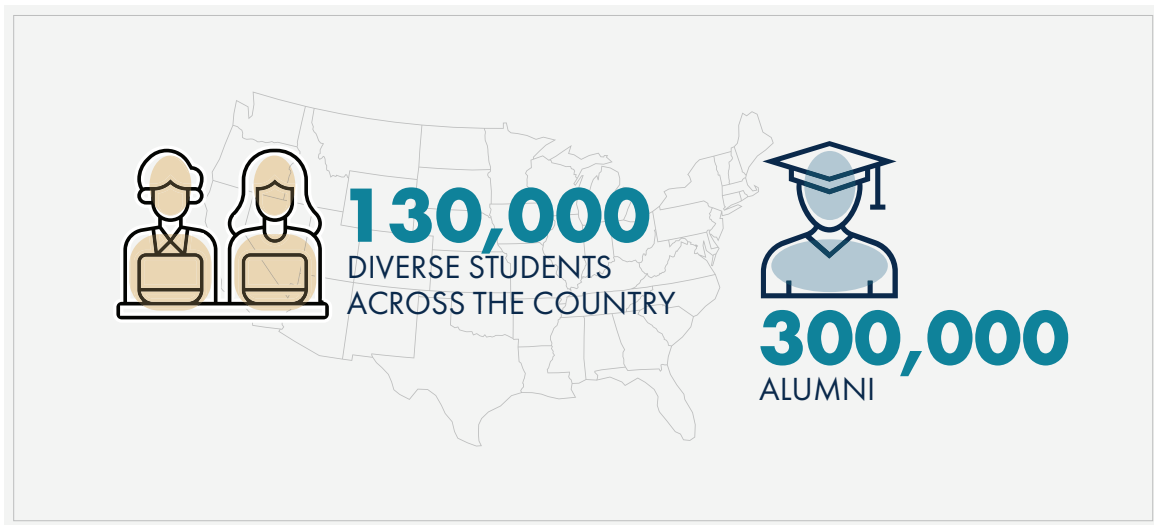


WGU 
ADVANCEMENT

MEETING THE MOMENT

At Western Governors University (WGU), we believe in the inherent worth and ability of every individual. Each of us strives to seek purpose and meaning in our lives, and education is the most proven and powerful pathway to opportunity, purpose, and financial stability. It transforms our national workforce, our families, and our communities. Yet, traditional higher education is expensive and constrained by time and place, so the gap between access and opportunity grows wider every day.

From the beginning, **WGU was designed to be different.** Founded in 1997 by a coalition of western governors, we have focused on expanding access to higher education by offering a more flexible, student-centric model that provides an affordable, work-relevant education to anyone interested in advancing in their careers. As an online university, our classrooms are open to anyone, anywhere, at any time. Our competency-based education model measures skills and learning rather than time spent in a classroom. Students progress through courses as soon as they can demonstrate they've mastered the material, rather than advancing only when the semester or term ends.



In 25 years ...

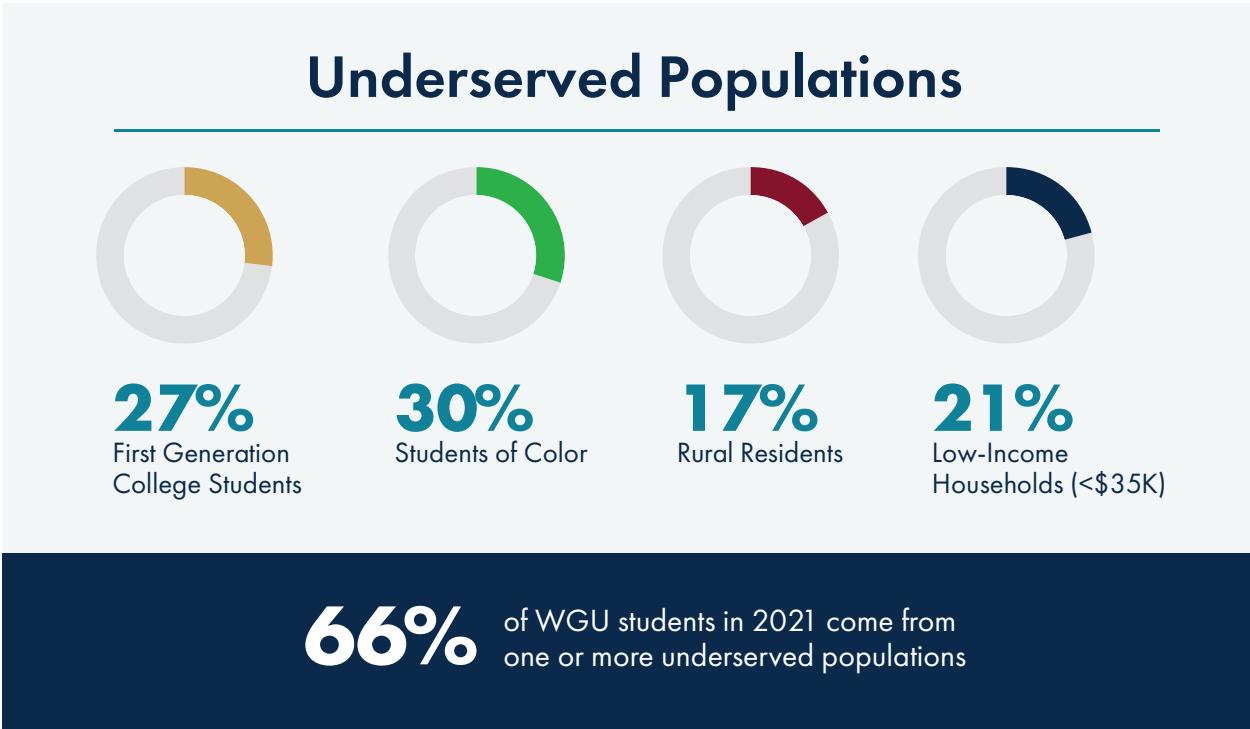
- We put the student at the center
- We engaged technology as a learning tool
- We honored learning based on competency, not seat time
- We disaggregated the faculty model
- We matched every student with a mentor
- We launched four (4) schools
- We developed countless partnerships
- We focused on providing accessible education to students who need it most
- We graduated over 300,000 alumni—and they are thriving

We've proven that our desire to disrupt the standard paradigm of a post-secondary education is not only possible, but successful.

We are ready to take our model of learner-focused, affordable, competency-based disruption farther. There are systemic societal problems that need to be solved. Now is the time, and WGU is ready to Meet the Moment.

When we provide individuals with a learner-centered, radically affordable, high-quality, workforce relevant education, they will succeed. We measure progress by focusing on three critical areas:

- **Completion:** We know that our focus must be on completion rather than enrollment. We cannot allow ourselves to become comfortable with the thought of students taking on more debt without also receiving the credential. We focus relentlessly on our ability to help our learners complete their degree at their personalized pace.
- **Return:** We have an obligation to ensure that our graduates see a return on their investment in their learning – a return that they can identify and measure such as starting salaries, salary raises, and promotions.
- **Equity:** We are closing the access and attainment gaps that have persisted in higher ed for decades and ensuring that the diverse backgrounds of our students mirror the communities in which they live and work.



We are seeking individuals and organizations to work with us to advance a more equitable model for higher education and increase opportunity for all learners.

WGU has become an undisputed leader in 21st century higher education by building an equitable model that is student-centered and boldly innovative. We are committed to visionary solutions that challenge the status quo in higher education so more students enroll in college, earn their degrees, find their purpose, and achieve their dreams. By expanding access to opportunity, WGU advances equity for all.



“How do we solve some of the national workforce problems in our society—shortages in healthcare and teaching or equity and representation in information technology and business? There are so many ways people and organizations can partner with WGU to work on that. There are real opportunities to create upward mobility in the United States. That is real here at WGU—be a part of it with us.”

— ANNALISA HOLCOMBE
PRESIDENT, WGU ADVANCEMENT

OPPORTUNITY

**Talent is everywhere.
Opportunity isn't.
Together, we can change that.**

"To all those out there still chasing your dreams, remember: It's never too late. It's okay to meander a little bit on your journey. My fellow Night Owls: As non-traditional students, I urge you to continue paving the way and being an example for those who will follow in the pursuit of their dreams."

— ZACHARY JOHNSON

B.S. NURSING & M.S. NURSING
(2021 WGU Commencement)

OPPORTUNITY BEGINS WITH AFFORDABILITY

College should be the surest pathway to opportunity. And yet for the one million students who default on their student loans each year, it is also a pathway to financial instability.

At WGU, we believe that opportunity begins with affordability. We were founded on the premise that affordable access to workforce-relevant higher education intrinsically enables students to borrow less while achieving better outcomes. From the beginning, we have worked tirelessly to create an affordable education that works for working adults.

WGU **expands opportunity** through our student-centered model that empowers individuals to achieve an education tailored to their situation and a degree or certificate that is aligned with their chosen career path. But we have more to do. Our Opportunity initiatives will expand access, build new pathways, and connect students to new networks that honor the unique talents of every person.



Supporting Student Scholarships

Yet, we recognize that even with substantially lower tuition rates, college affordability can still be a barrier. Over one-third of WGU students are eligible for a Pell Grant. To ensure that no person is denied the opportunity to access education and pursue their dreams, WGU offers an array of scholarships that help close the financial gap.

Thanks to the generosity of WGU donors, need-based scholarships are available for students based on school, degree program, geographic region, military status, and other learner categories. We also provide scholarships to fund non-tuition related needs such as rent, medical bills, food or shelter, digital divide scholarships that support broadband internet access, and last mile scholarships to help students complete their degrees.





“That single act of kindness facilitated where I am today. Now I am helping my family start businesses, employing healthcare staff who provide quality care across the state, and training my employees to be better leaders. It’s amazing how one person helping me to the finish line impacted so many people.”

— **ALEXC “XIZZA” SATTERFIELD, ‘22**

B.S. SCIENCE, M.B.A., MASTER’S IN HEALTH ADMINISTRATION

CEO, Exar Healthcare Staffing, Indiana

Fueling College Readiness

As the most student-centric university operating today, WGU recognizes that each person approaches the start of their higher-education journey from a unique perspective. In addition to different academic histories, people come with different skillsets, study habits, levels of motivation, and confidence in their ability to succeed.

WGU created **WGU Academy** as an on-ramp to higher education. The program provides people a low-cost, low-risk opportunity to take college-level courses without committing to a full degree program. Academy students engage in coursework that helps them meet unfulfilled competencies while also developing skills necessary for success in college and life. Academy courses such as the **Program for Academic and Career Advancement (PACA)** work with students to overcome anxieties about higher education, build confidence, and better navigate the challenges of returning to school while meeting work, family, and other obligations.

WGU Academy

WGU Academy works closely with faculty and administrators throughout the university to monitor and address challenges to new student success. We are working now to develop an **Emergent Bilingual** program that will develop a custom learning path for non-native English speakers that will bring them to a proficiency level equivalent to passing the TOEFL exam.

WGU Academy exemplifies our personalized learning approach that meets our students wherever they may be upon their educational journey and walks with them toward success as they define it.

“No other school would have given me the time I needed to balance my work and personal life,” said Price. “My advice to anyone out there who wants to go to college is that you have more time than you think you do and resources and support available. I am proof of that. I wanted to climb higher, and now I’m in the field of my chosen career.”

— **MARISSA PRICE**

B.S. HUMAN RESOURCE MANAGEMENT
Olympia, Washington



Addressing Environmental Barriers to Student Success

BY THE NUMBERS:
2021 EVB PROGRAM
STUDENT SUPPORT

24,000

Students supported

47

Major events
responded to

87%

Average retention rate
for students affected

WGU cares deeply about student success. It's one of the reasons we chose an online learning model from the beginning—because we knew that if people could access education at a time and place of their choosing, they would be more likely to complete their degrees without making major life sacrifices. Yet, we also know that local environmental factors such as floods, fires, shootings, COVID-19 outbreaks, and natural disasters may threaten student success.

In the wake of Hurricane Harvey in 2017, WGU instituted the **Environmental Barriers Program (EVB)** to track potentially harmful events so that program mentors could work with impacted students to mitigate negative effects. Through EVB, WGU monitors local environmental barriers in every zip code a WGU student resides, allowing us to quickly and proactively address potential barriers to student success. When the COVID-19 pandemic hit, WGU's EVB team sprung into action, scaling their efforts to the entire student body, assessing impacts and developing mitigation plans. These efforts allowed us to better identify and respond to environmental barriers that had the potential to disrupt student success.

“WGU and all the staff have gone above and beyond to show how much y’all truly care about your students! I am so PROUD and HONORED to be a Night Owl!”

— **CASEY HIPSHIRE, '21**
MIDDLE TENNESSEE
FLOODING VICTIM





Building a Supportive Network

At WGU, our passion for student success does not end when people earn their degrees—we want to know whether they see a return on their investment (ROI). We expect WGU alumni to earn higher incomes, to gain promotions, and to get ahead in their careers. We want to see them thrive. This is one of the reasons ROI is included in our three key results, the metrics by which we evaluate all existing and proposed programs. We envision working with our more than 300,000 alumni to offer and serve them with employment doorways, networks of value, career readiness, and mentorships for persistence.

In our tradition of breaking tradition, we will partner with our alumni in a way that is validated and non-traditional. They will come to expect us to pave pathways for them to pay forward their experience in way that they prefer, continue to deliver a personalized experience to them post-graduation, interact with them and with each other in a way that is local and relevant, and also make certain that our asks of them are valuable and are building social capital. If we are successful in this aim, within a decade WGU will have the largest living alumni population ever at over 1M individuals.

By harnessing affinity for WGU and employing it to help an influx of rising talent that would then be attending, WGU would be solving several of the problems that inhibit economic mobility for underserved populations and doing it at a scale that would simultaneously impact general economic indicators and personal lives.

"I've seen the direct evidence of how the scholarships have impacted our students' abilities to progress and persist. And when you can see a dramatically higher rate of completion when scholarships are available, it is powerful. When you change one life, you actually change a family's life. A simple example is that if you're a child of someone who's completed their college degree, you are 10 times more likely also to complete your degree. And so that to us is how scholarships have this cascading impact on students, families, and community."

— SCOTT PULSIPHER
PRESIDENT, WGU



INNOVATION

Ambition never rests.

Neither do we.

**Join us as we invest in the
future of higher education.**

"The WGU experience has allowed me to embrace the innovative thinking that I've long promoted in my professional life and apply it to my education. If I were asked to describe WGU in one word, that's the word I would choose: Innovation."

— SCOTT EMMONS

B.S. BUSINESS ADMINISTRATION - IT MANAGEMENT
2021 Commencement

PARTNERS IN INNOVATION

The R&D for Growth & Equity grant provided by the **Bill & Melinda Gates Foundation** allows WGU to better understand the unique journeys that Black, Latinx, and Indigenous learners experience through their interactions with faculty, curriculum, technology, processes, and systems while enrolled at WGU. The initiatives will also produce equity-centered research and development designed to benefit the field at a national scale.

Research to Improve Learner Outcomes

Inequity remains one of higher education's most pressing and persistent student success challenges. Our **Advanced Analytics team** is working to advance equity at WGU but also industry-wide through their research.

The project, known as the **Equity Initiative at WGU**, seeks to understand the systems and processes that lead to inequities for underserved student populations by examining the WGU student experience from application and enrollment through graduation. The research will aid in the discovery of processes that may contribute to inequitable academic outcomes for WGU students.

WGU Labs—the university's research and development hub and an accelerator for scalable education technology solutions—is dedicated to the research and improvement of student equity at WGU. WGU Labs engages thousands of current and former WGU students, faculty, staff, and leadership to guide research, planning, and development in three core areas:

- 1. Equitable postsecondary access and outcomes:** WGU Labs research illuminates persistent education inequities and surfaces promising opportunities for closing education equity gaps.
- 2. Effective learning design and delivery:** WGU Labs learning scientists and social psychologists uncover critical paths to learning and motivation informing both new and existing educational products.
- 3. Empowering education and career success:** WGU Labs learning experience designers, content creators, and engineers design, build, measure, and iterate to create and enhance life-transforming educational products.

Innovation through Collaboration

We know that good ideas are everywhere, and to solve the big problems that challenge learning and progress, we need each other.

The **College Innovation Network (CIN)** is a network of 10 higher education institutions committed to addressing the core challenge of promoting belonging and engagement in the modern higher education environment. Through CIN, WGU Labs leverages technology to build highly engaged learning communities from enrollment through graduation, and beyond. CIN supports educational institutions by identifying areas of need, implementing effective education technology for students, and demonstrating impact through research.

The infographic features a light blue background with a white horizontal line. In the center, the 'wgu labs' logo is on the left and the 'College Innovation Network' text is on the right, separated by a vertical line. Below this, two columns of text present key statistics: '10 Colleges and Universities' and '250k Total Students Served'. Each statistic is followed by a brief explanatory sentence.

wgu labs | College Innovation Network

10 Colleges and Universities
Our network includes community colleges, online colleges, private and public 4-year universities, and hybrid colleges.

250k Total Students Served
Our network collectively serves a quarter million students and counting amplifying the impact of innovation.

“WGU Labs has the potential to spark significant innovation within the education space, serving learners with solutions tailored to their needs. Experimentation with digital tools and learning techniques has the potential to generate affordable and accessible education pathways that empower people to unleash their full potential.”

— **RYAN STOWERS**

EXECUTIVE DIRECTOR, CHARLES KOCH FOUNDATION

Redefining the Future of Learning-to-Work

Through initiatives like the Open Skills Network (OSN) and Indiana Achievement Wallet (IAW), WGU is working to create strategies for skills-based learning and hiring that will help to close the gaps and misalignments between the knowledge base of today's workforce and the needs of today's employers. Our work will enable workers and learners to move between education and work more rapidly and seamlessly along skills-based pathways. It will also reduce historical inequities in hiring as more people will be hired for what they can do. Individuals will be empowered to understand and communicate the value of their own skills and talent, and employers will see that talent and make informed, skills-based hiring decisions for the benefit of all.



The **Open Skills Network (OSN)** is a global coalition of approximately 1500 employers, education providers, policy makers, military, non-profits, and other stakeholders who are dedicated to advancing skills-based education and hiring for a more equitable talent pipeline. The goal of OSN is to create a decentralized national network of open and accessible skills libraries to enable clearer transparency into skills-based education and career pathway opportunities. This work will establish skills as a fundamental currency of value and will empower learner-workers to understand and communicate the value of their own skills, talent, and experiences to better open pathways to opportunity. The OSN supports the future of work and the development of an agile and robust digitized talent pipeline that will benefit individuals, employers, and the economy at large.

The **Indiana Achievement Wallet (IAW)** is an example of WGU's commitment to a skills-based future by allowing learners to showcase skills that a singular transcript or resume is unable to capture. Thanks to the Wallet, job seekers can have a digital and personalized profile they can share with employers to prove their skills and credentials. The Wallet also helps learners find open jobs and identify ways to fill gaps necessary for workforce advancement. The Achievement Wallet's success in Indiana proves the model is successful and replicable for other states and organizations dedicated to helping workers demonstrate the full extent of their potential.

Innovative Program Growth to Support Today's Learners

WGU's four schools of Business, Education, Information Technology, and Health collectively present more than sixty undergraduate and graduate degree program offerings. Each program's curriculum is focused on today's workforce needs—a big reason why WGU grads have a 98% employer satisfaction rate, and why our students see an average salary increase of over \$12,000 just two years after graduating, per a 2020 Harris Poll. In coming years, WGU aims to add several new degree and program offerings as part of our journey to advance innovation and expand access. WGU's unique adaptability opens doors in ways that are more flexible than traditional higher education models.

SCHOOL OF BUSINESS

The School of Business has an aggressive plan to expand its reach with innovative programs that:

1. **Redevelop existing programs** from accounting to M.B.A. to meet industry needs and create undergraduate-to-graduate bridge programs.
2. **Expand** into fast-growing and underserved adjacent market of the digital economy.
3. Enter "green-field opportunities of sustainability, green business, social responsibility, and the public sector with **new and redeveloped programs**.



FIRST NATIONALLY

The B.S. Business Administration-Accounting degree program is first nationally in bachelor's degree



ENROLLS MORE STUDENTS

The B.S. Business Administration-Human Resources Management degree program enrolls more students than any other undergraduate HR program in the U.S.



TOP RETURN ON INVESTMENT

MBA and B.S. Business-Administration-Management were listed by the Wall Street Journal as top return on investment programs.

SCHOOL OF EDUCATION

Teachers College

WGU's Teachers College is designing new programs to better respond to the needs of schools around the country. One of its primary areas for growth is the establishment of Healthy Learning Environments that are grounded in the best practices of diversity, equity, and inclusion (DEI); socialemotional learning (SEL); character, dispositions, and ethical practices. WGU is working to design a learning system that emphasizes Teachable Moments and student coaching and mentoring by faculty and staff across the learning cycle.



LARGEST SCHOOL OF EDUCATION IN THE NATION

The largest school of education in the nation, with more than 67,000 alumni across the U.S. and more than 33,000 active students.



VITAL PIPELINE OF TALENT

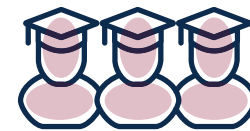
Helped mitigate national teacher shortages due to the pandemic by serving as a vital pipeline in providing talented next-generation teachers and leaders in communities.

College of General Education

WGU's College of General Education is powering the professions through its innovative portfolio of next-generation courses and learning experiences in the arts and sciences that teach students to think critically, communicate effectively, lead graciously, and solve abstractly. These learning experiences prepare students to succeed in any degree program, as well as in any choice of career by building the knowledge and skills employers seek.



127,146 GEN ED COURSES COMPLETED



74,190 STUDENTS SERVED

SCHOOL OF INFORMATION TECHNOLOGY

The dynamic IT market requires us to deliver programs that are directly aligned with in-demand tech skills across evolving industry sectors. This alignment, paired with skills-based credentials and increased hands-on learning and assessment, will prepare School of Information Technology graduates for current and emerging employment opportunities in areas such as Cybersecurity, Information Assurance, as well as numerous modular and stackable microcredentials and certifications.

“The WGU model allowed me to thrive. I needed a competency-based program that allowed me to use my experience. I needed flexibility to allow me to be a mom, a wife, a daughter, a friend, a Girl Scout leader. I needed affordability because I had a family and could not add another bill.”

— **LISA TURNBULL**

B.S. IT MANAGEMENT 2015

Chief Technology Officer, Centene Corporation
Saint Charles, MO



JOINED TOP RECOGNIZED CYBERSECURITY INSTITUTIONS

Received the National Security Agency’s Center of Academic Excellence in Cyber Defense (NSA CAE) designation, joining the top recognized institutions across the country.



OPPORTUNITIES FOR WOMEN IN TECH

Women in Tech (WIT) club **exceeded 1,800 in membership** during the first quarter and launched an alumni group for graduates.

“WGU gives students the ability to really assemble the complete package, from the subject matter to the specific skills to the certification that gives employers confidence when they’re making a hiring decision.”

— **BRAD SMITH**

PRESIDENT AND CHIEF LEGAL OFFICER, MICROSOFT

MICHAEL O. LEAVITT SCHOOL OF HEALTH

The Michael O. Leavitt School of Health is implementing a dynamic and lasting solution to the nationwide shortage of health professionals that will also result in a more diverse health workforce and greater health equity. We will tackle America’s greatest health challenges, providing excellent, flexible, and affordable training to a diverse body of health learners across the country. Recently named after WGU founder and former U.S. Secretary of Health and Human Services, the **Michael O. Leavitt School of Health** is embarking upon a \$50 million campaign to:

- 1. Meet the emerging needs of America’s healthcare industry by creating new degrees and programs focused on mental health, telehealth, health data analytics, and behavioral health.
- 2. Develop new experiential learning opportunities to expand mobile pop-up and clinical lab capabilities and integrate VR/AI and online simulation.
- 3. Develop value-based care measurements and assessments and build pilot programs for underserved populations.
- 4. Expand prelicensure and clinical trial opportunities for new and current nursing students that will impact the health and well-being of the nation. With more than 76,000 qualified students being turned away from nursing programs across the country, the Leavitt School of Health is ready to invest in future healthcare workers to grow and diversify the workforce to better respond to Americans’ health needs.



DESIGNATED A CENTER OF EXCELLENCE

Designated a Center of Excellence in Nursing Education by the National League for Nursing.



REDESIGNED RN AND BSN DEGREE PROGRAM

Redesigned RN to BSN degree program to include six professional development certificates and value-based care certificates.



17% OF ALL GRADUATING NURSES IN THE NATION

In 2021, WGU produced 17% of all the graduating nurses in the nation. WGU graduates with a bachelors in nursing are equivalent to 2% of the total number of registered nurses in the nation.

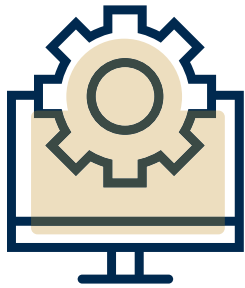


170,000 JOBS, YIELDING \$12 BILLION

WGU graduates occupy and support more than 170,000 jobs, yielding \$12 billion in the healthcare industry across the nation.

Moving Beyond the Degree

WGU designs innovative offerings like micro-credentials and stackable credentials to maximize student success—even outside of the conventional academic path to a complete college degree. **Micro-credentials** are tailored to workforce needs and don't require students to complete a degree program before they have something to show for their work. They allow learners to spend a short, intensive period of time focusing on a specific area of study – such as cybersecurity, leadership, or medical coding – to certify to employers that they've mastered that skill. Such credentials can stand alone or can be “stacked” into a full college degree. Stackable credentials will be a powerful component of tomorrow's educational journey, giving students a flexible path toward their ultimate career goals with an immediate return on investment.



IT Bootcamp enables members of communities historically excluded from higher education and technology jobs—particularly women, people of color, and low-income individuals—to prepare for new careers in IT. IT Bootcamp takes a holistic approach to IT education, focusing not only on IT training but also power skill development, mentorship, and career and confidence coaching. We prepare learners of all backgrounds for employment in a new career and ample on-the-job learning opportunities that are part of the program after just thirty weeks of part-time training. WGU is on a mission to democratize technology careers and prepare learners with employment ready education.

WGU's Program Development team relentlessly pursues increased value and quality for our learners, and we have a number of design, process, and research initiatives underway to help us meet these goals such as:

DE&I in Content

The diversity, equity, and inclusion (DE&I) work of Program Development is to improve our learning and assessment content to drive WGU's key result of equitable attainment. First, we must understand how our students' potential for success can be affected when they take courses and assessments that need improvements in areas such as fairness, relevance, or inclusivity, and then design or revise content accordingly. More inclusive curricula and assessments will directly contribute to improving completion rates for underserved and underestimated communities.

As WGU celebrates 25 years, we are at a crucial moment in time—the future of postsecondary education is uncertain. We must continue to meet the needs of a diverse society that is questioning the value of a degree. We must continue to be leaders in making education affordable, equitable, and meaningful to our learners and make their learning count now . . . not years from now. With 133,000 active students and over 300,000 graduates, WGU is carving a new path forward for all learners. But it isn't enough. Our society and our global workforce need more. WGU stands ready to Meet the Moment. Will you?



**IT WILL TAKE
ALL OF US.
JOIN US.**

WGU 
ADVANCEMENT

4001 SOUTH 700 E, SUITE 700, SALT LAKE CITY, UTAH 84107
385-428-6900 | ADVANCEMENT@WGU.EDU
WGU.EDU/ADVANCEMENT