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**WGU**®

2018

ANNUAL REPORT

RELEVANCE

STUDENT OBSESSION

EXPANDING ACCESS

SCALING INNOVATION

ACCOUNTABILITY

STUDENT OUTCOMES

CREDIBILITY

SOCIAL MOBILITY

SCALING INNOVATION SOCIAL MOBILITY ACCOUNTABILITY STUDENT OBSESSION EXPANDING ACCESS





## President's Message



As I reflect on 2018 and the beginning of our third decade, I am inspired by the achievements of our students and employees. We celebrated more than 30,000 graduates, added new workforce-relevant programs, and launched new initiatives that will enable WGU to increase our impact tenfold.

At WGU, we know that education provides the individual with one of the surest paths to social mobility and a better life. Everything we do and every new effort we undertake is focused on benefitting the individual by advancing quality and relevance, expanding access, and optimizing student outcomes.

This report details the accomplishments of our people—our students, alumni, employees, and partners. Our third decade is well under way, and we are looking ahead to new possibilities in all we do. We are just getting started.

A handwritten signature in blue ink that reads "Scott D. Pulsipher".

Scott D. Pulsipher  
President, WGU

## Optimizing Student Outcomes

95%

of WGU students  
are achieving  
Satisfactory  
Academic Progress

*\*Internal Survey*

91%

of WGU grads  
reported their  
education was  
worth the cost

*\*Gallup*

87%

of WGU grads are  
employed in their  
degree fields

*\*Harris Poll*

94%

of employers said  
they would hire  
another WGU  
graduate

*\*Harris Poll*

97%

of employers said  
WGU grads "met"  
or "exceeded" their  
expectations

*\*Harris Poll*

\$12,600

is the average  
annual income  
increase within 2  
years of graduation

*\*Harris Poll*

# Reinvigorating the Promise of Higher Education

We believe that education is one of the greatest catalysts for individuals to change their lives, and every individual has the capacity for learning and attainment. This is why for more than 20 years, nonprofit, online Western Governors University (WGU) has led the way in designing, developing, and implementing high-quality, student-focused higher education.

The 19 bipartisan U.S. governors who founded WGU in 1997 knew that reinvigorating the promise of higher education required a rethinking—a reinvention, even—of the institutions and systems of post-secondary education, and leveraged technology to pioneer competency-based education (CBE), which measures learning rather than time.

Because we believe that big ideas and practical innovations are necessary to reinvent how education is aligned, accessed, afforded,

delivered, and experienced, WGU continues to develop and implement innovations that support our mission to improve quality and relevance, expand access, and optimize student outcomes.

Because we believe that every individual has the right to access high-quality education with an expectation of great outcomes, we ensure that WGU is affordable and flexible and that our programs expand educational opportunity for underserved students. Today, 71% of WGU students are underserved in one or more of four categories: ethnic minority, rural residents, low income, and first-generation college students.

We believe that education provides individuals and families with one of the surest pathways to a better life, and WGU has established and maintained our leadership position through obsessive focus on the student and consistent adherence to our mission.

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## Our People

At WGU, it is our people and their focus on student success that truly lead to better outcomes. Every employee at WGU has the privilege of seeing firsthand how the power of education and degree attainment can change the trajectory of one's life. Motivated by the students they serve, our people are always looking for innovative and creative ways to help students overcome diverse challenges. More importantly, they are empowered to bring both little and big innovations to life, leading to continuous improvement in student success.

# 2/3

of all employees are  
full-time faculty members

3,939 full-time faculty members  
5,970 total employees

*"WGU uses a highly innovative faculty model, in which the faculty role is disaggregated...such that students receive far more interaction and support than they would in practically any traditional, brick-and-mortar college, let alone an online one."*

**MICHAEL HORN**  
Principal Consultant  
Entangled Solutions

*"WGU empowers me to develop solutions to help my students succeed. When I saw many of my students consistently struggling with a difficult course, I developed a 'boot camp' to help them retain important material and pass their courses. I am pleased that not only is it helping them succeed, but it is being replicated across the university, helping even more students."*

**HEATHER ROBERTS MSN, RN**  
WGU Program Mentor



Karla Ortiz-Flores  
Chicago, Illinois  
M.S. Management and Leadership

### "Amidst the Darkness of a Hurricane, WGU Was a Light"

Karla Ortiz-Flores was the first of her family to leave Puerto Rico in hopes of a better life. Ten years later, while enrolled at WGU, Karla's family was caught in the midst of Hurricane Maria. While her family faced devastation, Karla did her best to help, while also keeping up with schoolwork and a full-time job. In her commencement speech in Washington, D.C., Karla said: "Amidst the darkness that my family faced throughout those seven months without electricity, WGU was a light."

"When I received an e-mail from my mom saying that our home was destroyed, but that they were alive, I felt like I once again could engage with my mentor on our weekly calls. I received nothing but support from my mentor, and everyone at WGU, and I realized that this is where WGU shines as an institution beyond its academic richness."

## A 360° Student-Obsessed Community of Care

Our holistic student lifecycle support platform provides a 360-degree view of the student journey. The “WGU Community of Care,” which includes enrollment, faculty, support services, and financial aid, is designed to help the WGU student through the entire experience from application to graduation and beyond. Designed to deliver the right resources at the right time, it optimizes student progress and personal transformation.

## Personalized Learning Pathways to Success

Our people work to provide students who face unique challenges with the tools and resources they need to succeed. For example, WGU has introduced specific courses and learning communities, such as subject-matter “boot camps” that meet students where they are on their educational path, helping them gain the confidence, study skills, and mindset needed to tackle tough courses.

In 2017, WGU launched an initiative to support students impacted academically by natural disasters, supported by a dedicated Environmental Barriers team. In 2018, the initiative allowed staff and faculty to support nearly 8,000 students affected by one of the 28 events that occurred across the globe. Eighty-four percent of these students have been able to maintain engagement in their programs and retain their academic status, and 8% of students supported have successfully graduated.

## Student-Centric Faculty Model

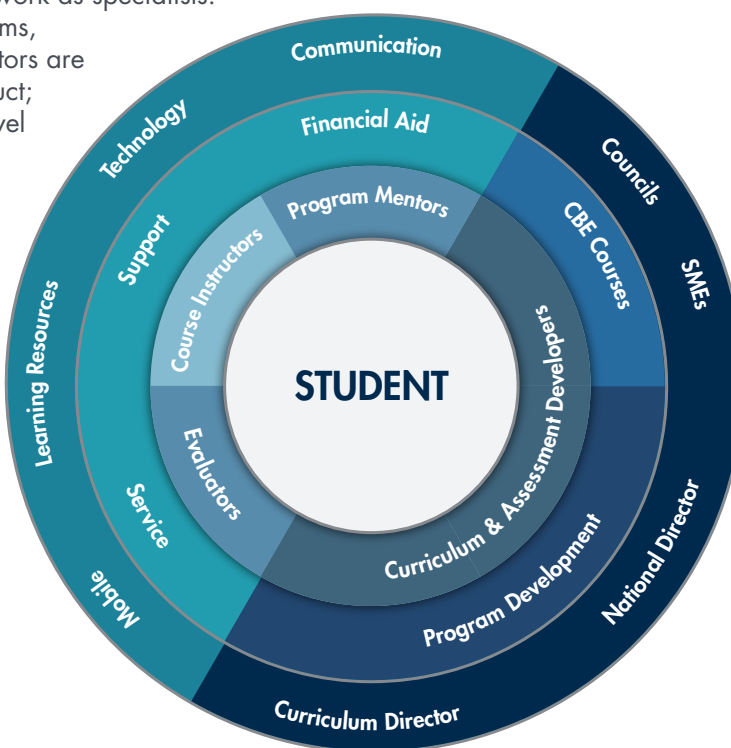
Every decision at WGU is based on student success, including the faculty model. WGU faculty members work as specialists:

Curriculum Developers who design programs, materials, and assessments; Course Instructors are subject-matter experts who teach and instruct; Program Mentors who provide program-level instruction and guide the students through their programs; and Evaluators who grade assessments anonymously, ensuring fair, unbiased evaluations.

# 87%

of WGU grads reported they had a mentor who encouraged them

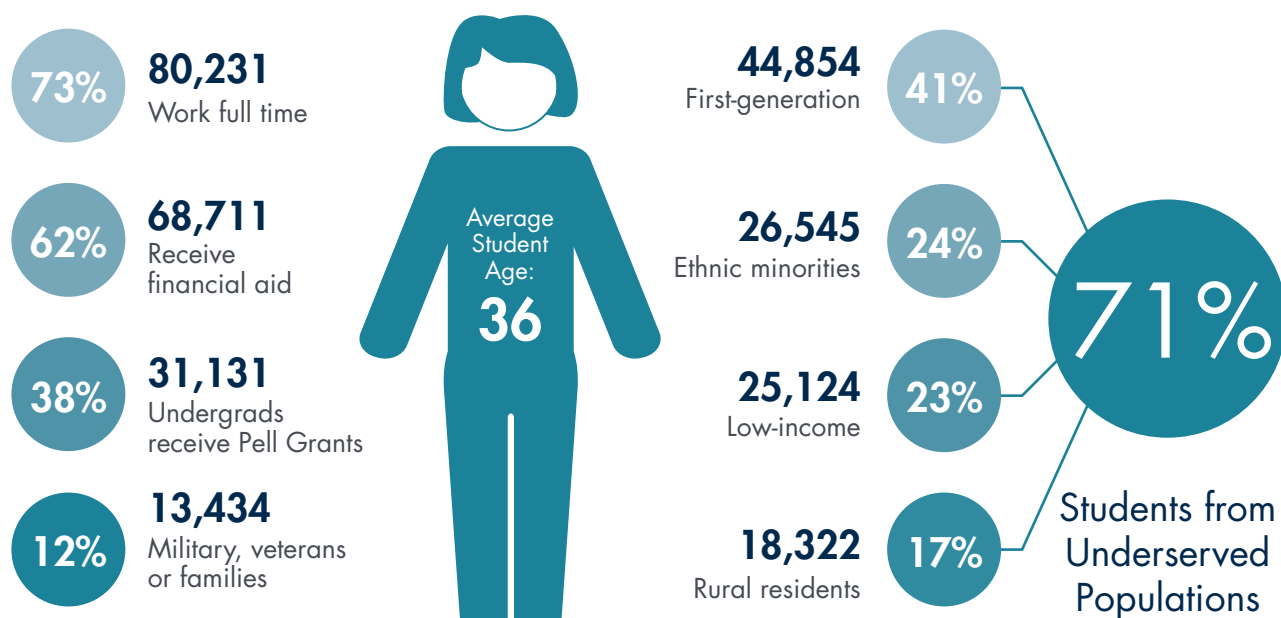
– Gallup Survey



## Serving the Contemporary Student

WGU serves contemporary students who, in many cases, are not well served by traditional colleges and universities. The vast majority of WGU students work full time and are over the age of 26. Aligned to our mission to expand access to all populations, WGU is proud to note that 71% of WGU students are classified as underserved in one or more of the four categories: ethnic minority, low income, rural resident, or first-generation college student.

Data as of December 31, 2018



Total Full-Time Students

110,534



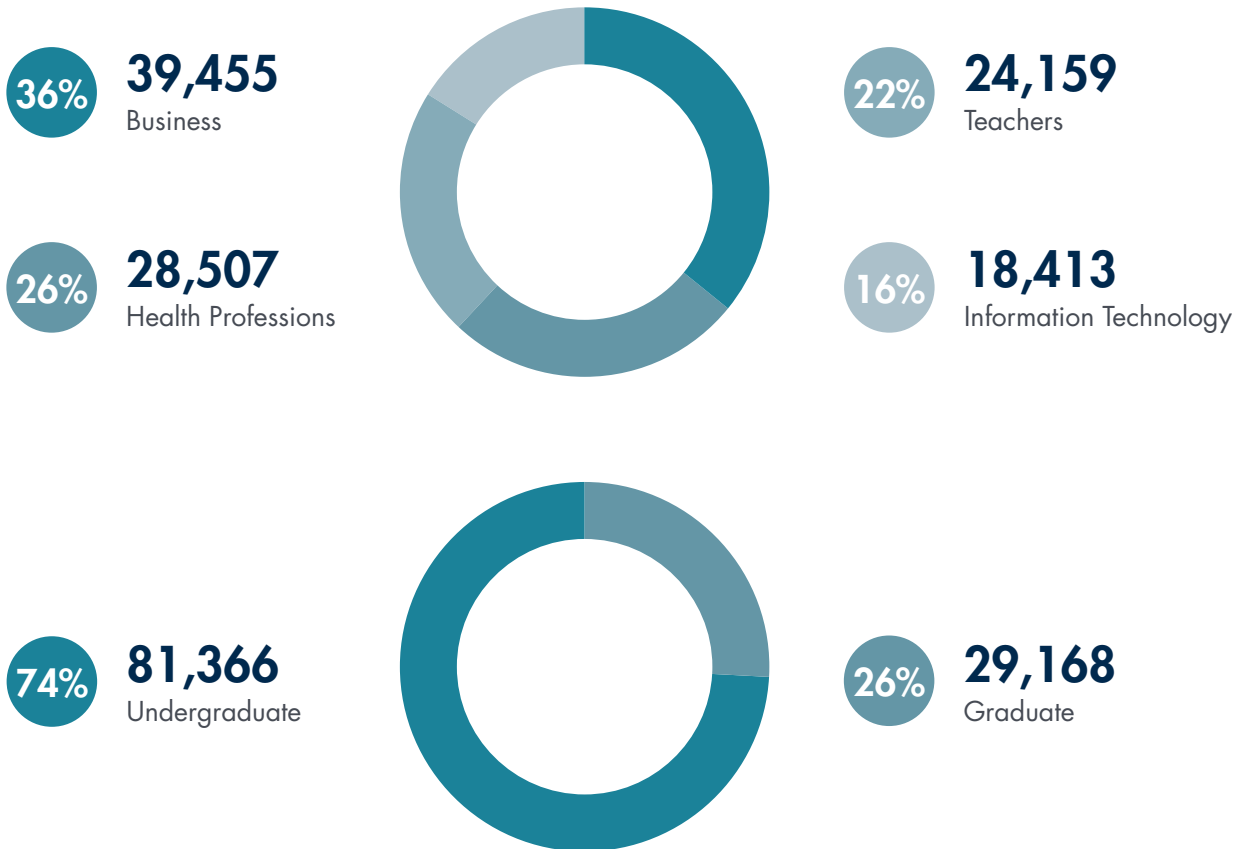
**BLANCA MARTINEZ**  
M.A. Teaching,  
Elementary Education  
North Las Vegas, Nevada

### First-Generation College Graduate Changing Lives as a Teacher

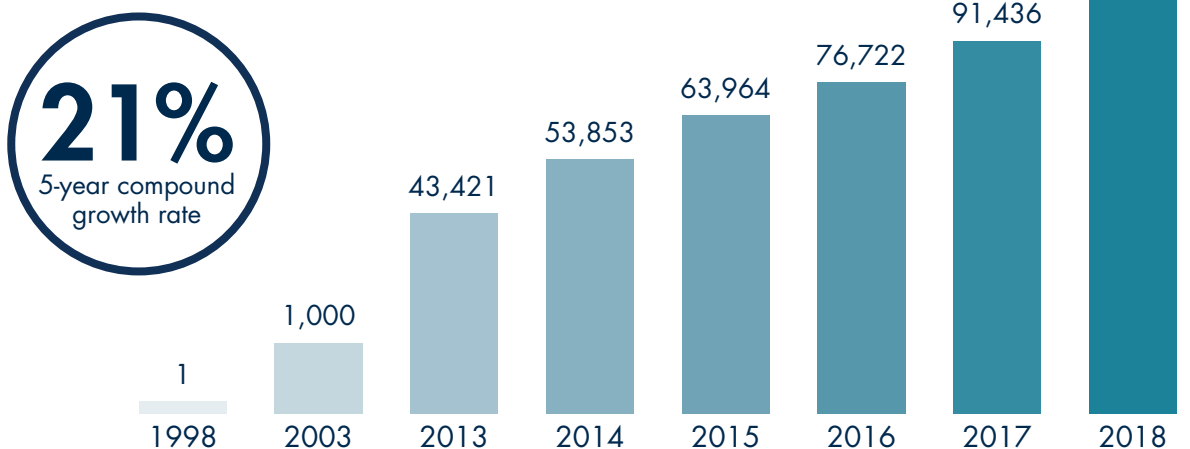
Blanca Martinez is a 31-year-old teacher who spends each day working with 55 impoverished elementary school students in Nevada. Yet for years she wondered if her dream of becoming a teacher was out of reach because she was an undocumented immigrant. Blanca's parents moved to the U.S. from Mexico when she was just 6 years old so that she and her siblings could get an education—and hopefully live a better life. It was because of caring teachers that she quickly learned English and became the first in her family to graduate college. Now a proud U.S. citizen with her master's degree in teaching, she is both living her dream and helping a new generation get closer to theirs.

## Enrollment by College

WGU's four colleges align with highly in-demand careers, addressing critical workforce needs in business, information technology, K-12 teacher education, and health professions, including nursing. Each college continues to see steady growth, with the College of Information Technology experiencing the swiftest growth, due to the introduction of the B.S. in Cybersecurity and Information Assurance.



## Total Enrollment



## National Survey of Student Engagement

For more than 20 years, the National Survey of Student Engagement (NSSE) has captured two critical features of collegiate quality. First, the amount of time and effort students put into their studies and other educationally purposeful activities and second, how institutions deploy their resources and organize curriculum and other learning opportunities to engage students, which improves student learning and outcomes.

This year's survey polled 289,867 students from 511 U.S. and Canadian institutions.

Students gave WGU very high marks, well above the national average, in the following key areas:

### How much has your experience at this institution contributed to your knowledge and skills?

*(Quite a bit/Very much)*



### To what extent have your courses challenged you to do your best work?

*(Quite a bit/Very much)*



### Indicate the quality of your interactions with faculty at this institution.

*(Very good/Excellent)*



### To what extent does this institution provide academic support for students?

*(Quite a bit/Very much)*



### If you could start again, would you go to the same institution?

*(Probably yes/Definitely yes)*



### How would you evaluate your entire educational experience at this institution?

*(Good/Excellent)*



Based on a 2018 survey conducted by NSSE



*"My Program Mentor's voice and words of encouragement came at the perfect time. As an adult student, I told her of all the challenges I was facing. She calmly reassured me that things would be OK and that we would get through this. She was there for me—she was not going to let me fail. And now I'm so happy to have completed the journey and earned my degree."*

**D'LYNN LINGER**

B.A. Educational Studies  
Glagler, Colorado

*"I am one of the biggest cheerleaders for WGU. People always ask me 'Was WGU worth it?' And a hundred percent of the time I tell them yes. If you are committed, you'll never get a better education than at WGU."*

**TROY JENKINS**

MBA  
Las Vegas, Nevada

*"I was interested in going back to school; however, I had zero interest in adding to my existing student loan debt. WGU's affordability and competency-based model allowed me to learn on my terms, even accelerating through my program, while graduating debt free. A debt-free college grad? WGU makes that dream a reality!"*

**MATTHEW WEST**

B.S. Business Management  
St. Louis, Missouri



## Student Success and Satisfaction

WGU students are satisfied with their overall experience, and they are achieving high levels of Satisfactory Academic Progress, which is a federally tracked metric indicating students are completing necessary coursework to maintain eligibility for financial aid. This level of success is leading to higher retention rates than the national average and very high referral rates.

# 97%

overall student satisfaction<sup>1</sup>

# 95%

are achieving Satisfactory Academic Progress<sup>2</sup>

# 79%

one-year student retention rate in 2018<sup>3</sup>

*The average one-year retention rate at U.S. public four-year institutions was 75%<sup>4</sup>*

# 68%

of new students are referred by a student or graduate<sup>5</sup>

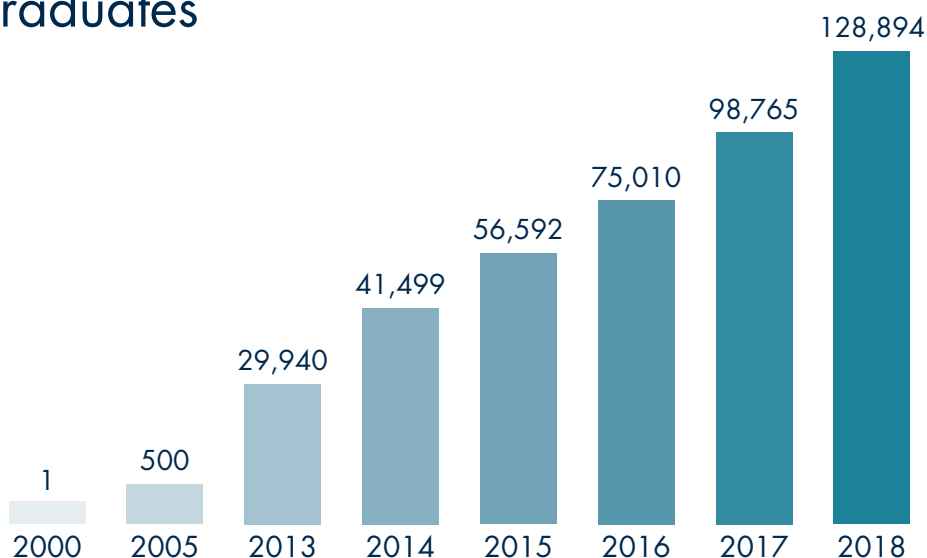
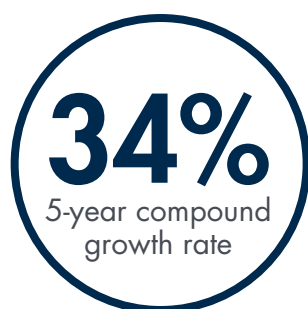
<sup>1</sup>Internal Survey <sup>2</sup>Internal Source <sup>3</sup>Internal Source <sup>4</sup>U.S. Department of Education <sup>5</sup>Internal Enrollment Survey

*"Since its inception, Western Governors University has aimed to serve learners otherwise shut out of the traditional system. Now, the groundbreaking institution has both graduated 100,000 students and has over 100,000 students currently enrolled. These milestones demonstrate WGU's ability to scale its high-quality, low-cost model, signaling a momentous shift in the higher education landscape."*



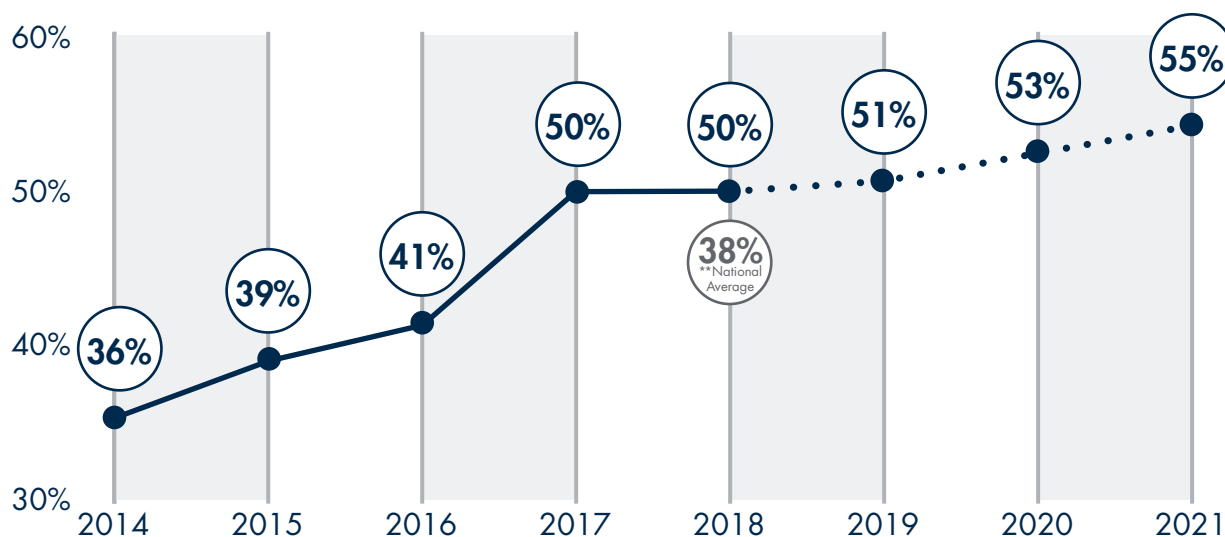
*— Aligning the Business Model of College with Student Needs: How WGU is Disrupting Higher Education, September 2018*

## Cumulative Graduates



## Undergraduate Programs: 6-Year Graduation Rate\*

WGU's 6-year graduation rate for undergraduate students is 50%, which continues to be above the national average of 38% for comparable institutions serving adult students. WGU's goal is to achieve a 65% 6-year graduation rate by 2025.

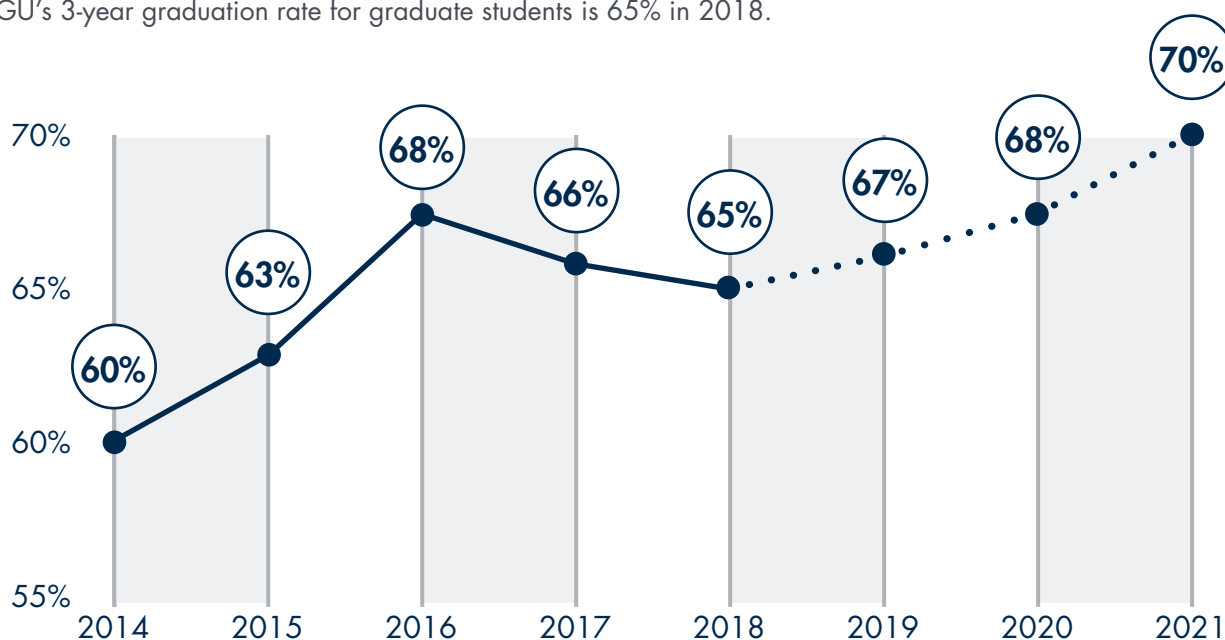


\*Trailing 12-month average

\*\*National Center for Education Statistics

## Graduate Programs: 3-Year Graduation Rate\*

WGU's 3-year graduation rate for graduate students is 65% in 2018.

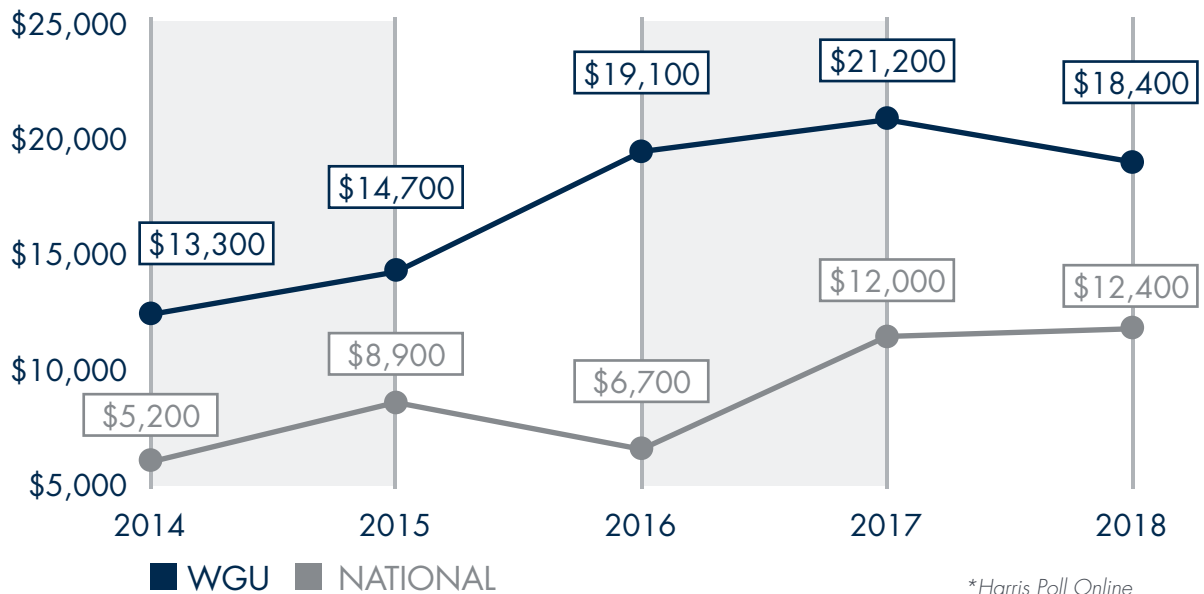


\*Trailing 12-month average

## A Better Return on Student Investment

With annual tuition and fees nearly half the national average, a WGU degree continues to prove a good investment for its graduates. **On average, WGU graduates increase their pre-enrollment income by \$12,600 within two years of graduation, and by \$18,400 within four years.** With an average cost of \$16,500 for a bachelor's degree, most WGU graduates see a positive return on their investment within two to three years.

### Average Increase in Annual Salary Within Four Years

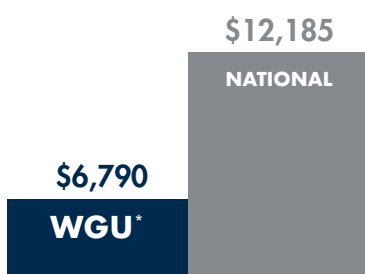


*"This degree has unlocked new opportunities for me that I once never thought I'd have, including allowing me to secure a position as Senior Project Manager, earning a six-figure income."*

**GUSSIE HOPKINS**

B.S. Business Information Technology Management  
Buford, Georgia

### Average Annual Tuition and Fees



\*Most undergraduate programs

# 2.5 YEARS

average time to  
bachelor's degree

## WGU Grads Exceeding Employers' Expectations

Based on a 2018 survey of 300 employers of WGU graduates by Harris Poll Online:

# 94%

said they would hire another WGU graduate.

# 87%

rated the job performance of WGU graduates as "excellent" or "very good."

# 97%

said WGU graduates "meet" or "exceed" expectations.

# 97%

said WGU graduates were prepared for their jobs.

# 93%

rate the "soft skills" of WGU grads as "equal to" or "better than" grads from other institutions.

## Harris Poll: Graduate Success and Employment Outcomes

The WGU/Harris Poll is conducted online annually to measure graduates' satisfaction about their educational experience and employment outcomes following graduation. In 2018, the survey included 1,147 WGU graduates and 1,374 national, non-WGU graduates, across the following four degree programs: education, business, information technology, and nursing. The results reflect a nationally representative sample.

### Graduate Satisfaction

#### Majority of competencies related to work



#### Recommend university to others



#### Satisfied with overall experience



#### Satisfied with academic help



#### Would choose same university again



### Employment Outcomes

#### Total employed



#### Employed in degree field



#### Employed full time



## Gallup Survey: Graduate Success

For five years, WGU has participated in the Gallup–Purdue Index, which provides an insight into the relationship between the college experience and outcomes that measure a multifaceted view of life quality and degree value. On key measures of academic value, surveys of WGU graduates indicate that they were more satisfied (answered strongly agreed) with their investment and experience compared with peers from other institutions.

### Perfect school for people like me

Strongly Agree



### Mentor who encouraged me

Strongly Agree



### Challenged academically

Strongly Agree



### Worth the cost

Strongly Agree



### Recommend my university

Extremely Likely



### Attend my university again

Agree



*"WGU alumni are nearly twice as likely as graduates from other U.S. universities to be thriving in all elements of well-being: purpose, social, financial, community, and physical."*

GALLUP®

# 72%

of WGU students say they are **extremely likely** to recommend WGU



## Trucker Literally Earns Degree "Anywhere, Anytime"

As a truck driver and trainer, Clint Cole never imagined it would be possible to earn a college degree while working 80 hours a week to provide for his family. But then he discovered WGU's flexibility, and he knew that the model would allow him to study "anytime, anywhere." He needed this degree to apply for a very competitive Air Force program dealing with acquisitions and project management—a program that required a bachelor's degree. Over the course of two years, he earned his degree in the sleeper berth of a moving semi-truck traveling the nation's highways. Because of his hard work and determination, Clint was accepted into the program after receiving his degree.

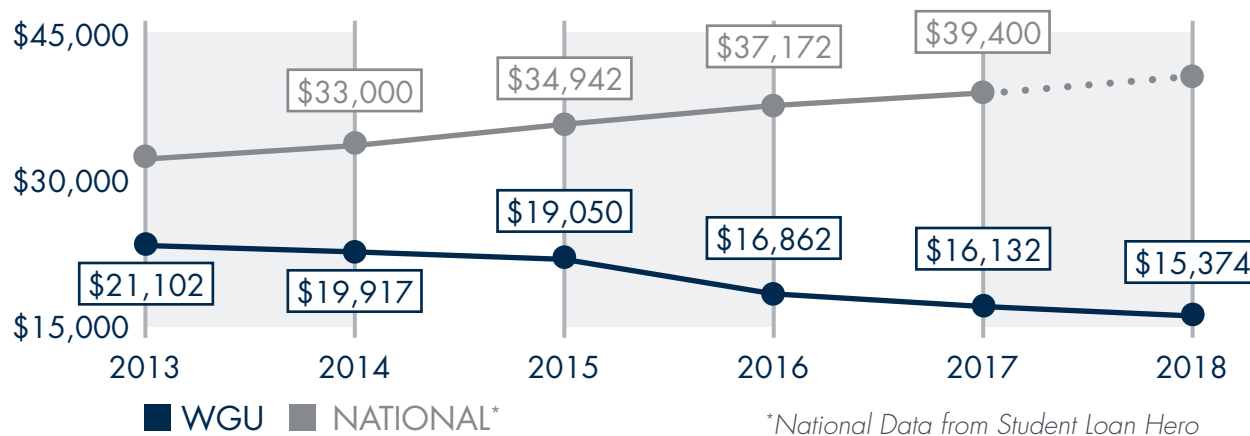
**CLINT COLE**

B.S. Business Management, Myrtle Point, Oregon

## Responsible Borrowing

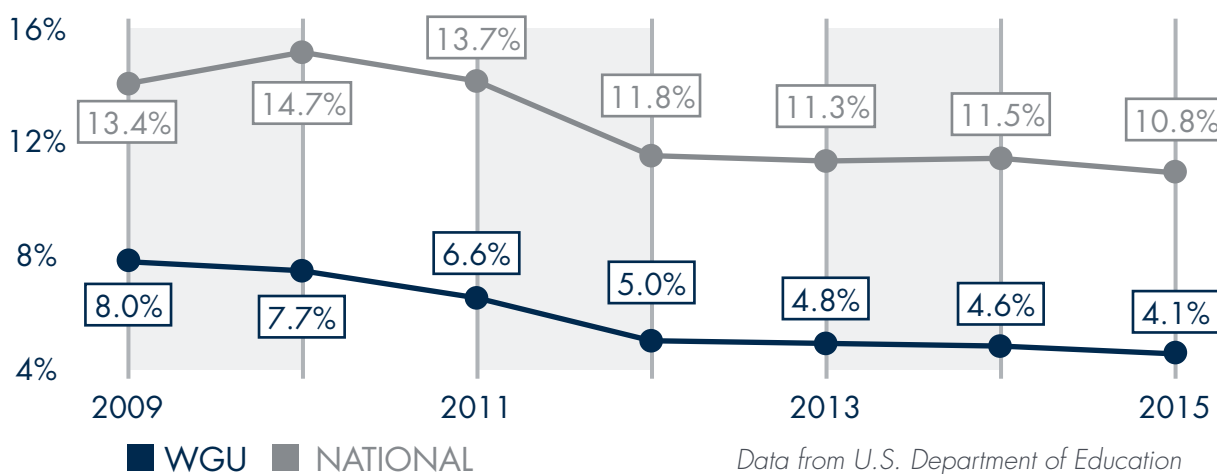
In 2013, WGU launched its Responsible Borrowing Initiatives (RBI) program, providing better information to students about their loans and recommending they only borrow what they need, not the maximum allowable amount. The ultimate goal of the RBI program is to promote responsible borrowing and reduce student loan debt. After five years, the results of this simple business process change demonstrate a significant reduction in student borrowing at WGU, lowering the average debt for graduating undergrads.

### Reducing Student Debt Annually



### WGU's 3-Year Loan Default Rate Improving Annually

WGU's official student loan default rate dropped again for the FY 2015 cohort, from 4.6 to 4.1 percent, which is less than half the national average and decreasing at a faster rate than the national average. WGU's downward trend for the past seven years is the result of access to affordable, high-quality degree programs combined with student financial literacy initiatives.



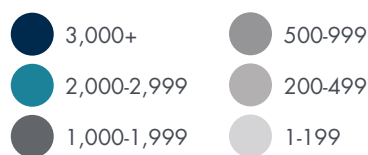
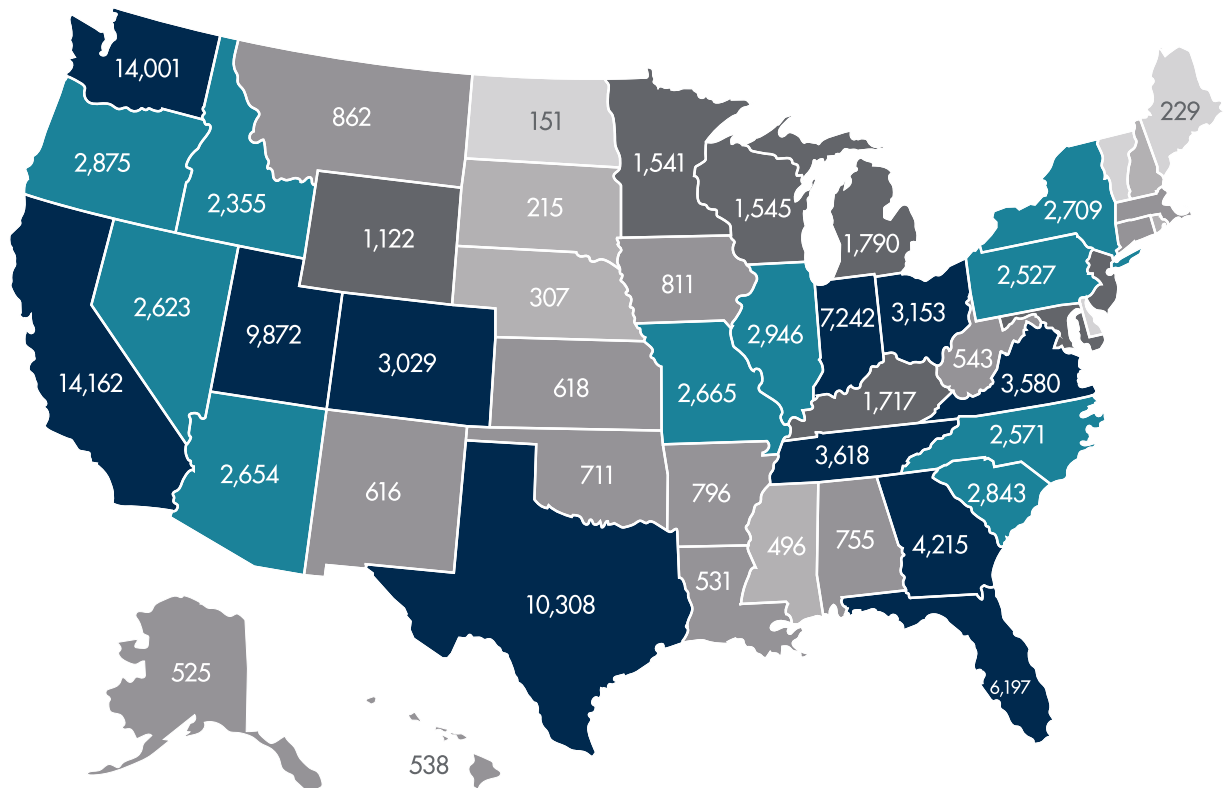
*"Innovative learning models, like the competency-based programs offered at WGU expand access, speed time to degree completion, and reduce reliance on student loan borrowing."*

**JUSTIN DRAEGER**

President, National Association of Student Financial Aid Administrators (NASFAA)

## An Alumni Network of 128,000+ Graduates

WGU's alumni network is made up of accomplished professionals in all 50 states—and around the world.



|                 |       |                |     |
|-----------------|-------|----------------|-----|
| Connecticut     | 747   | Armed Forces   | 278 |
| Delaware        | 153   | Guam           | 29  |
| Maryland        | 1,590 | International  | 385 |
| Massachusetts   | 822   | Puerto Rico    | 21  |
| New Hampshire   | 322   | Virgin Islands | 20  |
| New Jersey      | 1,462 |                |     |
| Rhode Island    | 222   |                |     |
| Vermont         | 136   |                |     |
| Washington D.C. | 72    |                |     |

*\*as of December 31, 2018*

## WGU Celebrates 100,000<sup>th</sup> Graduate



WGU celebrated an important milestone this year when it awarded its 100,000<sup>th</sup> degree. Science teacher and U.S. Navy Veteran Mark Weber of Seguin, Texas, enrolled in WGU's master's degree program in Educational Leadership hoping to obtain his degree while balancing a demanding job and family at home. Little did he know that he'd be WGU's 100,000<sup>th</sup> graduate.

In February, WGU celebrated the milestone by awarding Weber a \$2,000 check for his classroom. Weber used the money to give his students an opportunity to see the world through different lenses—virtual reality goggles.

## WGU Graduates are Employed at Top Companies

**Adobe** • Aetna • **Amazon** • American Express • American Honda Motor Co., Inc. • American Red Cross • Anthem • Apex Systems, Inc. • **Apple** • Aramark • AT&T • Bank of America • Banner Health • Biofortis, Inc. • Blue Cross Blue Shield • Boeing • Booz Allen Hamilton • Bose Corporation • **Cedars-Sinai** • Cigna • Cisco Systems • Coca-Cola • Community Health Network • **Dell** • Delta Air Lines • DSK Architects • Dyno Nobel • eBay • Embry-Riddle Aeronautical University • Ericsson • Expedia, Inc. • **Facebook** • FedEx Trad Networks • FranklinCovey • **General Dynamics Information Technology** • Georgia Pacific • **Google** • Grifolis Biomat • Haggen, Inc. • Head Start • HealthPartners • Hewlett Packard • **Hospital Corporation of America** • Humana • IBM • IM Flash • **Intermountain Healthcare** • IRS • Jacobs Technology • JetBlue Airways • John Deere • **Johns Hopkins** • JPMorgan Chase • Kaiser Permanente • Karmak, Inc. • Legacy Health • LexisNexis • Liberty Mutual Insurance • Lincoln Financial Group • Lionbridge Technologies • Lockheed Martin • Mayo Clinic • Memorial Hermann • Meyer Hill Lynch • **Microsoft** • MultiCare Health System • **NASA** • National Weather Service • NEA Academy • Nestlé • Nordic Aluminum • Northrop Grumman • **Notre Dame** • O.C. Tanner • Oracle • PAREXEL • Parkview Health • PeaceHealth • PepsiCo • Pfizer, Inc. • PricewaterhouseCoopers • Productive Data Solutions • Progressive Insurance • **Providence Health & Services** • Sprint • Starbucks • Starwood Hotels • State Farm Insurance • Straighterline • SunTrust Mortgage • Sylvan Learning Center • Synergy Academies • **Tesla Motors** • Texas Instruments • The Hartford • The Leona Group • The Nature Conservancy • The Paragon Group, Inc. • The Van Dyke Technology Group • **The Walt Disney Company** • Tiffany & Co. • Toyota • Transamerica • United Airlines • **United Health Group** • United States Air Force • United States Army • USAA • Usborne • Valley Health System • Verizon Wireless • Virginia Mason Medical Center • Visa Inc. • **Vivint** • Websense, Inc. • **Wells Fargo** • WESCO Distribution • Whole Foods Market • Wilson Electronics • Xerox • Zions Bank

### WGU Alumni are Succeeding as:

Business Owners: 500+

Directors: 2,400+

Managers: 5,400+

Teachers: 10,000+

C-Suite Executives: 300+

Registered Nurses: 7,000+

Chief Nursing Officers: 100+



## Provost's Message



At WGU, we provide a student-centered, high-value education with an intense focus on personalized learning experiences designed and delivered to help every student achieve success.

Operating with a deep commitment to increasing social mobility across our learner populations, in 2018 we introduced a suite of resources and services for students and faculty that support holistic modes of education built for life-long learning at scale. As job markets continue to shift with advances in technology, we are committed to preparing our graduates to meet these demands head on.

Through close collaboration with industry and labor insight providers, we are aligning our programming pathways with the technical as well as the enduring, critical thinking and communication capabilities our students will require to stay competitive in the dynamic and uncertain economy ahead. As we do, the needs of our underserved learner populations will continue to guide our decisions. Indeed, our commitment to a personalized model of education was founded on the premise that an equitable education system is paramount to our democracy and our well-being as a nation.

We remain true to our mission of expanding access to high-quality education, and as we look to the coming years, we are building the infrastructure and capacity necessary to ready our learners with the skills, knowledge, and mind-sets they will need to thrive in the future.

Marni Baker Stein  
Provost and Chief Academic Officer, WGU

63

### Council Members

Workforce and academia leaders across 9 industry councils ensuring program and course relevance

45

### New Courses

and 92 redeveloped courses this year, aligning with workforce needs

3

### New Degree Programs

this year in highly in-demand careers

100K

### Evaluations

Each month (Including papers and projects)

40K

### Proctored Assessments

Each month



## Aligning Academics to Workforce

Since WGU's founding, we have worked with industry leaders to ensure quality and relevance to an ever-changing workforce. Because of this close collaboration with industry, we are able to identify the competencies needed in the workforce and develop accredited degree programs fit for purpose. WGU develops seasoned, ready-to-work professionals, creating a long-lasting impact for both graduates and the organizations they work for, across the U.S.

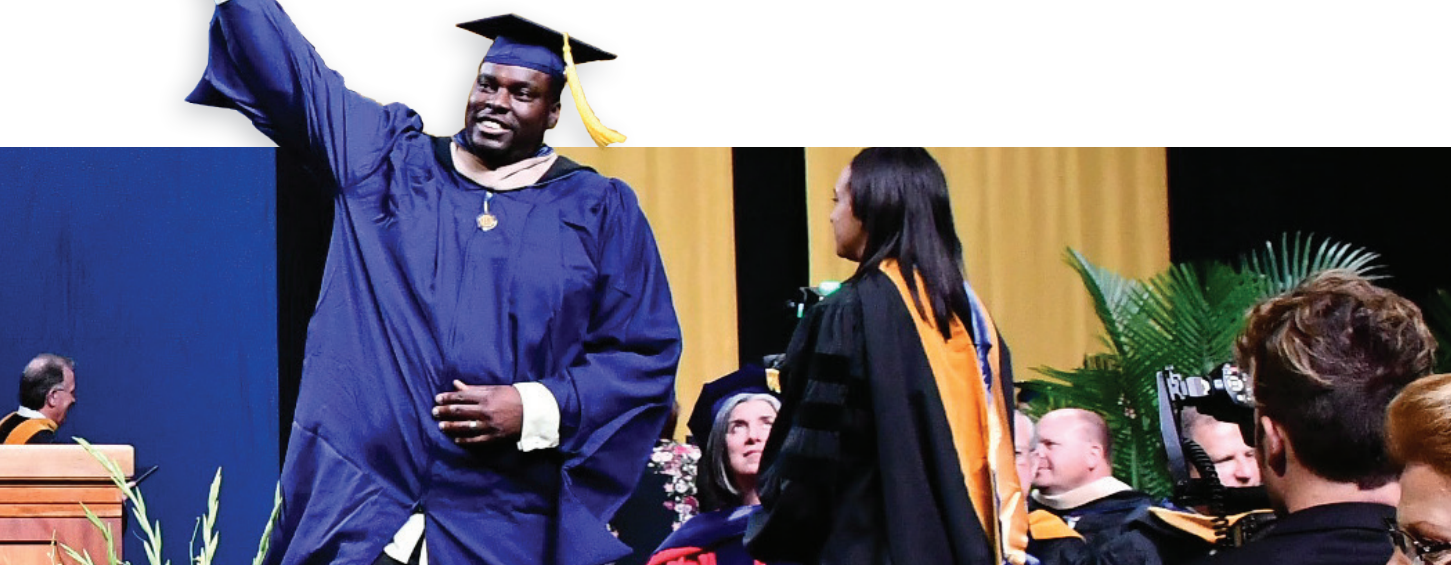
Two recent examples of WGU leading the way in filling a pressing workforce need come from our College of Information Technology. The newly launched B.S. Computer Science program is one of the first online computer science degrees in the nation, training the professionals who will lay the groundwork for tomorrow's biggest tech innovations. In addition, the B.S. Cybersecurity and Information Assurance program—WGU's fastest-growing program—meets the most recent Department of Homeland Security and National Security Agency guidelines and is playing a crucial role in preparing cybersecurity experts to take on one of the most critical challenges facing the security of everyone from individuals to corporations to governments.

In addition, WGU is developing learning pathways to credentials that extend beyond bachelor's and master's degrees. These include microcredentials that provide incremental employment value to students as they move along a path to a degree, and a college transcript aligned with workforce needs that will provide students with better support on their career path.

*"WGU has built a credentials-focused curriculum that focuses on learning outcomes rather than class time. And WGU students enjoy invaluable resources that put them on the road to success, including access to state-of-the-art distance learning systems, advanced curriculum models, and a truly dedicated student-focused faculty."*

**TED MITCHELL**

President, American Council on Education



## Accreditation

In addition to college-specific accreditations, WGU is regionally accredited. WGU is also proud to have been recognized for its commitment to adhering to accrediting principles.



### Northwest Commission on Colleges and Universities

WGU first earned regional accreditation from the Northwest Commission on Colleges and Universities in 2003 and has maintained this accreditation continuously ever since. Reaffirmed in 2017, WGU is accredited through 2024.



### Accreditation Council for Business Schools & Programs

WGU's College of Business earned accreditation through the Accreditation Council for Business Schools and Programs (ACBSP) for all of its bachelor's and master's degree programs.



### Council for the Accreditation of Educator Preparation

WGU's Teacher College earned accreditation at the initial-licensure level through the Council for Accreditation of Educator Preparation (CAEP), the only recognized national accreditor for educator preparation.



### Commission on Collegiate Nursing Education

WGU's bachelor's and master's degree programs in nursing are accredited by the Commission on Collegiate Nursing Education. CCNE is located at 655 K St., NW, Suite 750, Washington, DC 20001, 202-887-6791.



## Recognition

WGU is recognized year after year as a leader in higher education. Our people take pride in making a difference by providing value to our students and offering high-quality programs and courses.



### CIQG Quality Award Recipient

The Council for Higher Education Accreditation's (CHEA) International Quality Group awarded WGU its inaugural Quality Award for WGU's adherence to the CHEA/CIQG seven principles.



### United States Distance Learning Association (USDLA) 21<sup>st</sup> Century Distance Learning Award

"WGU has raised the bar of excellence and we are truly honored by WGU's contributions within all distance learning constituencies."



### University Research & Review Best Value Award

"WGU's competency-based model and innovative approach to education enable students to accelerate their studies while getting the one-on-one faculty support they need, providing real value to adult learners."



### ELNEC

WGU is recognized by the American Association of Colleges of Nursing with an ELNEC (End-of-Life Nursing Care Consortium) award for its commitment to integrating ELNEC into its nursing curriculum.



### CODiE Award

For the second time in three years, the WGU-uCertify partnership received a CODiE award for "offering solutions that improve effectiveness and the overall student experience."



### EC-Council Academia Partner of the Year Award

For the second year in a row, WGU was recognized as EC-Council's Academia Partner of the Year citing WGU's "commitment to educating and making a difference for cybersecurity professionals, successful evaluation reports post-class, and cybersecurity student engagement and interaction."

*"The best part of WGU was knowing that I was getting such a high-quality education for an affordable price and that it was going to really benefit my medical career."*

**DR. LAURA RUSH**  
MBA Healthcare Management  
Columbus, Ohio

## College of Business

WGU's market-responsive programs reach broadly across the business world. These programs are developed in consultation with industry leaders and are built on real-world applications. Graduates from WGU's ACBSP-accredited College of Business have the academic credentials and the right blend of skills and knowledge to lead in today's workforce.

2018 highlights:

- Earned **ACBSP accreditation**.
- Reimagined, redeveloped, and right-sized the business core curriculum in order to provide marketable skills, support students' learning in their areas of concentration, and open up flexible pathways to further skill acquisition and professional success.

Key accomplishments:

- WGU prepares students for real-world professional situations through business simulations, capstone projects, leadership development, and presentations.
- B.S. Human Resource Management aligns with industry standards set by the **Society for Human Resource Management (SHRM)**.
- Graduates holding positions at top U.S. companies, including Aetna, American Express, Coca-Cola, Delta Air Lines, JPMorgan Chase, Pfizer, Tiffany, Toyota, United Airlines, and Visa.



*In 2018, WGU's College of Business earned college-specific accreditation through the Accreditation Council for Business Schools and Programs (ACBSP) for all of its bachelor's and master's degree programs. ACBSP accreditation adds value to a WGU degree by certifying that the teaching and learning processes within the undergraduate and graduate business programs meet the rigorous standards established by ACBSP. This ensures that what students are learning is relevant to their careers because of the degree's quality.*

*"Western Governors University has shown their commitment to teaching excellence and to the process of quality improvement by participating in the accreditation process. This accreditation is evidence that WGU is committed to providing the highest-quality business education for their students."*

**DR. STEVE PARSCALE**

Chief Accreditation Officer, ACBSP

## College of Health Professions

WGU's College of Health Professions prepares individuals for the fast-growing and dynamic healthcare field. Developed with input from leading healthcare organizations, College of Health Professions programs provide graduates with highly relevant degrees in a flexible environment while many of them work full time.

### 2018 highlights:

- Named a **National League for Nursing (NLN) Center of Excellence** (2015–2019).\*
- Launched **Master of Health Leadership** degree with an emphasis on value-based care leadership.
- Recognized as the **fourth-largest producer of bachelor's** in nursing for minorities.
- Recognized by Nurses on Boards Coalition (NOBC) as a Founding Healthcare Leadership.
- Named Organization Strategic Partner for improving the health of communities through the service of nurses on boards.
- **Co-founded the National Education Progression in Nursing Collaborative** (NEPIN) to support academic advancement for nurses across their career spans, partially funded by the Robert Wood Johnson Foundation.
- Recognized by the ELNEC Hall of Fame for the adoption of CARES palliative care competencies for all WGU undergraduate nursing programs.
- Partnered with the Service Employees International Union (SEIU) to provide non-degree credentials for high-need allied health roles in California.

### Key accomplishments:

- Recognized for producing 17% of the nation's MSN-prepared nurse educators, 12% of RN-to-BSN graduates, and 20% of MSN Leadership and Management graduates.
- Bachelor's and master's degree programs in nursing accredited by the **Commission on Collegiate Nursing Education**. CCNE is located at 655 K St., NW, Suite 750, Washington, DC 20001, 202-887-6791.



**National League  
for Nursing**  
Center of Excellence in Nursing Education



**JERLENNY PEREZ**

B.S. Nursing  
Bronxville, New York

### While a Patient, Nurse Sees Who She Wants to Be

Jerlenny Perez had one dream—and that was becoming a nurse. But when the director of her college discouraged her career path, Jerlenny left in tears. After completing her PNC and associate's degree, she knew she needed more flexibility in order to complete her bachelor's degree. Shortly after she enrolled at WGU, Jerlenny's father passed unexpectedly, leaving her with no motivation to continue her degree. But her mentor kept her afloat—reminding her of why she started her journey. Jerlenny was later diagnosed with pneumonia and became a patient at the hospital where she worked. While hospitalized, she experienced the level of care she wanted to provide, and the understanding of what kind of nurse she wanted to be—one with a bachelor's degree.

## College of Information Technology

The programs in WGU's College of Information Technology prepare graduates with cutting-edge bachelor's and master's degrees bolstered by industry-recognized certifications. The College of IT is consistently recognized for its effective programs and learning solutions. Graduates are prepared with the knowledge, certifications, and skills needed to thrive in this ever-evolving field.

2018 highlights:

- Launched the **B.S. Computer Science**, one of the first online computer science degrees in the nation.
- Saw newly launched **B.S. Cybersecurity and Information Assurance** become the largest program in the College of IT, having **grown by more than 2,000%** since launching in 2017.
- Introduced personalized pathways for B.S. Software Development, allowing students to design a pathway to meet the technical needs relevant to their career goals.
- Named **EC-Council's Academia Partner of the Year** for the second straight year.
- Received the **CODiE Award** for Best Relationship Management System.
- Partnered with Cybersecurity Diversity Foundation (CDF) to award scholarships to students pursuing master's degrees in Cybersecurity and Information Assurance.
- Continued to incorporate the latest industry-recognized certifications in our degree programs including Amazon, Cisco, Microsoft, Oracle, ISC<sup>2</sup>, CompTIA, and more.

Involvement in the IT industry includes:

- Serving on the National Initiative for Cybersecurity Education's (NICE) Apprenticeship Subgroup and the Training & Certifications Subgroup.
- Leading the Artificial Intelligence track of the International Factoring Association's annual conference.
- Helping advance national cybersecurity research through membership in the **National Cyberwatch Center**.
- Microsoft IT Academy program member.



### Immigrant's Degree Validates Years of IT Experience

Madhuri Vagaraju is an Indian immigrant and IT professional. After moving to America, she secured a position in IT due to her experience, yet lacked a degree. Luckily, her employer MCG Health saw value in her and made the decision to enroll at WGU easy by paying for her entire education. While she was working on her degree, Madhuri's son, who was also getting a bachelor's, often reviewed her papers before she submitted them. Just two years into her program, he said that the quality of her work had improved so much that he no longer needed to review it anymore. Both mother and son graduated in 2018, and Madhuri is now pursuing a master's degree at WGU.

**MADHURI VAGARAJU**

*B.S. Health Information Management, Redmond, Washington*

## Teachers College

WGU's Teachers College licenses teachers in all 50 states and offers graduate degrees for current teachers. These programs are nationally recognized for their quality and personalized support, which help create well-prepared teachers. A leader in STEM education, WGU is a top producer of science and math teachers throughout the country.

2018 highlights:

- Earned **CAEP accreditation**.
- Ranked in the nation's **top 1% by the National Council on Teacher Quality (NCTQ)** for secondary math education program.
- Launched **B.A. Special Education (Mild to Moderate)**, offering prospective special education students another pathway to licensure.

Key accomplishments:

- WGU programs are **nationally recognized** by their respective specialty professional associations. These recognitions are through 2023
  - WGU's three elementary education programs: Association of Childhood Education International (ACEI)
  - WGU's four mathematics programs: National Council of Teachers of Mathematics (NCTM)
  - WGU's eight science programs: National Science Teachers Association (NSTA)
  - MAT English Education (Secondary): National Council for Teachers of English (NCTE)
  - WGU's two English Language Learners (ELL) programs: Teachers of English to Speakers of Other Languages (TESOL)
- **Member of 100Kin10**, a group of education and industry partners focused on training 100,000 new STEM teachers by 2021.



### Leader in STEM

WGU leads the nation in producing STEM teachers—and as a member of 100Kin10, that focus remains strong



*In 2018, WGU's Teachers College earned accreditation at the initial-licensure level through the Council for Accreditation of Educator Preparation (CAEP). CAEP is the only recognized national accreditor for educator preparation, and WGU is the first competency-based online university to receive this accreditation for its degree programs that lead to teacher licensure.*

## Expanding Opportunities to Populations in Need

WGU has remained true to its mission of expanding access to high-quality higher education by reaching underserved populations, many of whom would otherwise not have such opportunities. WGU offers a generous scholarship program, extends education options and support to underserved students, offers flexibility for military members and their families, and partners with many leading U.S. companies, corporations, and community college systems. In addition, WGU partners with several U.S. states, adding capacity to their state higher education systems.

### Scholarships Helping Students in Need



Arricka Burruss' interest in teaching began not out of want, but out of need. Her daughter was just two years old when Arricka found herself with no job, and no real career path. Ten years later, Arricka sought a program allowing paraprofessionals more freedom in the classroom. Her desire for teaching led her to WGU. But unfortunately, Arricka's new-found love for teaching did not provide enough to support her and her daughter financially. Struggling to keep the electricity on, she worked two full-time jobs while enrolled as a student. The WGU Scholarship Fund and the Miller Bullen Hansen Scholarship allowed Arricka to complete her final two terms and graduate from WGU. Her hope is now to inspire students with the same love of learning she discovered.

### U.S. Army First Lieutenant Earns Degree While Deployed

More than 12% of WGU students are currently serving military, veterans, or military family members. One of these students, U.S. Army First Lieutenant Nathan Siebach, earned the majority of his master's degree in management and leadership in a unique environment—online and mostly while deployed. Because of his inspiring story and background, Nathan was selected to share his message at WGU's 2018 Commencement Ceremony in Orlando, Florida, but a week prior to the ceremonies, he was unexpectedly deployed back to Kuwait. But, in true WGU fashion, Nathan was able to pre-record his speech, which was delivered via video while he was serving his country.



*Recognized 8 years running as a top school for military service members, veterans, and their families.*



*Recognized 11 years running as a top school for military service members, veterans, and their families.*

## WGU awarded more than **\$12.1 million** in scholarships to 6,152 students in 2018

### High School Dropout to Two-Time WGU Grad and CAEL Adult Learner of the Year



WGU bachelor's and master's degree holder Rashaan Green from Ellicott City, Maryland, was recognized as the Council of Adult and Experiential Learning (CAEL) 2018 Adult Learner of the Year.

Diagnosed with ADHD in his younger years, Green was seen by his teachers and peers as "a troubled kid." He spent much of his childhood believing those dismissive words and struggled through grade school until finally dropping out.

Green spent years as a dishwasher before realizing he wanted to expand his opportunities. Motivated by his mother who worked full time and attended college while suffering from lupus, he enrolled in Job Corps. Within five months, he completed his GED, earned a certificate in computer repair, and secured a job in the industry.

Determined to go even further in his career, Green knew he needed to earn a college degree. He eventually enrolled at WGU and thrived in its online, mentor-supported model.

Juggling both work and school, Green gained confidence when he held his own in job interviews—competing with peers from Ivy Leagues schools. Shortly after earning his bachelor's degree, he enrolled in a master's degree program, again at WGU. As a result of his hard work and his two degrees with built-in industry certifications, Green was promoted to Cybersecurity Manager at Northrop Grumman in Washington, D.C., which doubled his salary.

## Partnerships

WGU develops transformative partnerships with world-class corporate partners, community colleges, membership-based associations, and alliances to expand access to higher education for their employees while also supporting the partner's education and human resource business objectives. Benefits include tuition discounts and exclusive scholarships for students.

Current partners include Nationwide Insurance, Overstock, Prime Healthcare, HCA Healthcare, Kaiser Permanente, Anthem, Cook Medical, Atrium Health, Shriners Hospitals, Cleveland Clinic, Prime Healthcare, Intermountain Healthcare, Kroger, FedEx, Verizon, Tesoro Companies, Cisco, AT&T, and many community college systems and school districts including the Ohio Community College Association, California Community College System, and Chicago Public Schools.

40

New partnerships  
signed in 2018

200+

Total healthcare  
partners

650+

Total business partners

250+

Total community  
college partners

75+

School district  
partners



### Transformative Job Opportunities with Cook Medical

Cook and WGU have partnered over the past two years to bring more affordable education programs to Cook employees. This experience has proved to Cook that WGU graduates have the skills and work ethic they need to join a company and immediately make an impact. As a result, Cook President Pete Yonkman made a special announcement at the November 2018 commencement in Indiana that he would open 10 positions exclusively for WGU graduates. These positions represent a mix of opportunities at Cook Medical—both in the state of Indiana and around the country, in different areas of the company such as their sales, marketing, and regulatory teams.

*"We believe so much in you and WGU, I am excited to announce we have opened up 10 new jobs at Cook to be filled only by the graduates of the 2018 class at WGU."*

**PETE YONKMAN**

President of Cook Medical and Cook Group

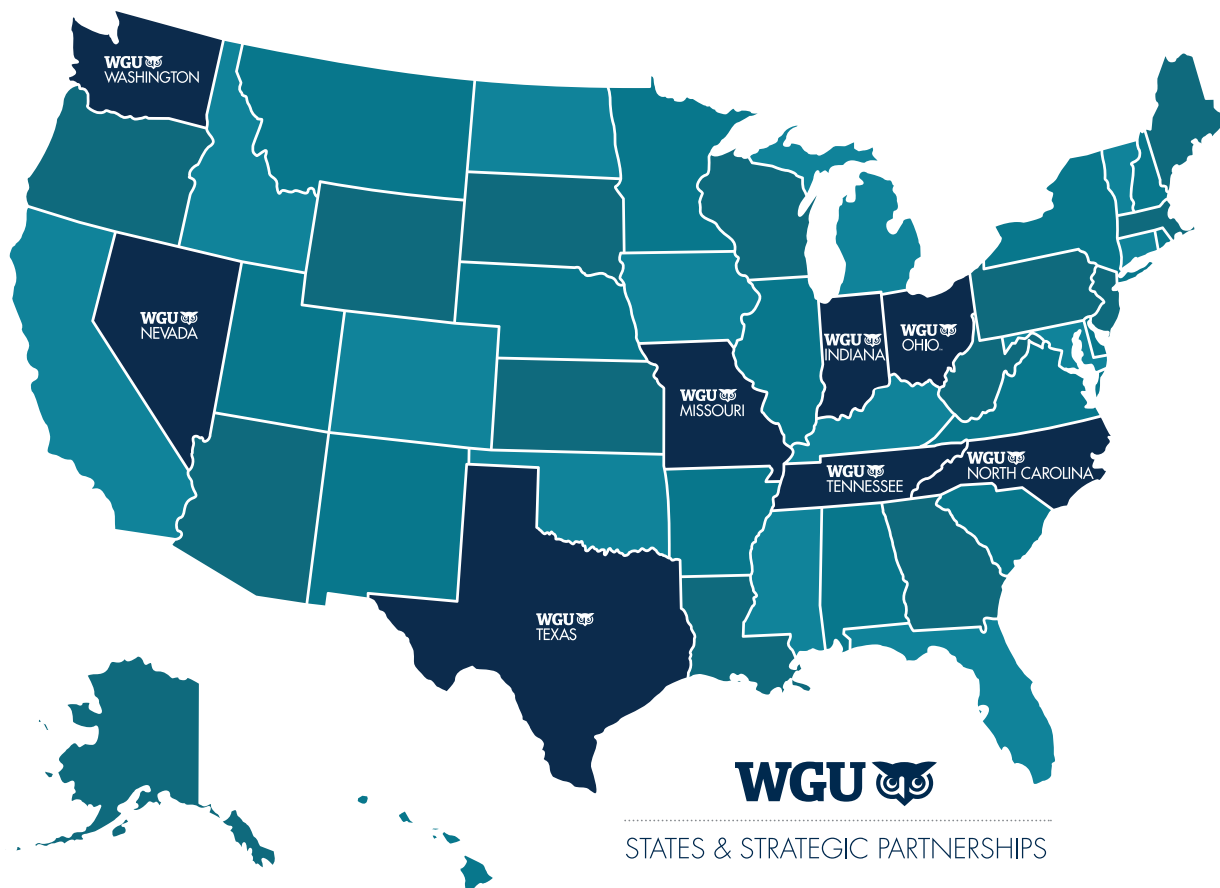
## Expanding Access through State Partnerships

WGU state affiliates are an important way WGU expands access. These partnerships have helped increase the percentage of adults with bachelor's or master's degrees—a critical need across the country. Each state-based WGU affiliate has been endorsed by the state, and students may be eligible for state financial aid in addition to federal financial aid.

*"WGU's affordability and online, competency-based learning model provide another option for busy adults to earn a degree as they balance work and family responsibilities."*

**FORMER CHANCELLOR JOHN CAREY**

*Ohio Department of Higher Education*



**WGU** 

STATES & STRATEGIC PARTNERSHIPS



# WGU OHIO™

## 3,153 GRADUATES

ENROLLMENT  
AT LAUNCH  
2,190

*Launched in 2018*



CURRENT  
ENROLLMENT  
2,798

*as of 12/31/18*

On June 21, 2018, business and education leaders, elected officials from the state of Ohio, and WGU leaders gathered at the Ohio Statehouse to announce the launch of WGU Ohio.

During the launch year:

- Dr. Rebecca L. Watts was named chancellor of WGU Ohio.
- Chancellor Watts testified to the State Legislature Joint Committee on College Affordability on WGU's model of affordable, competency-based education.
- Chancellor Watts and WGU President Scott Pulsipher presented the WGU model to the Governor's Executive Workforce Board.
- WGU Ohio was approved for the Ohio National Guard Scholarship.
- Building on its partnership with the Ohio Association of Community Colleges, WGU Ohio became part of the MyUniversity Pathways program at Lorain County Community College and was granted a physical presence on the main campus.
- WGU Ohio awarded \$250,000 in scholarships to Ohio residents.

*"In Ohio, we have been working to better align education and workforce-training systems to help more people get on a path to a rewarding career. We're happy to have WGU in Ohio—offering competency-based education to help adult learners looking to develop the skills they need for the jobs of the future."*

**FORMER GOVERNOR JOHN KASICH**

*State of Ohio*





# WGU NORTH CAROLINA™

2,571  
GRADUATES

ENROLLMENT  
AT LAUNCH  
1,110

Launched in 2017

148%  
GROWTH

CURRENT  
ENROLLMENT  
2,753

as of 12/31/18

On October 5, 2017, state leaders formally announced the creation of WGU North Carolina to expand access to higher education for North Carolina residents. The establishment of WGU North Carolina was authorized by the North Carolina General Assembly and the Governor in October 2015.

In 2018, WGU North Carolina:

- 18% of WGU North Carolina students are affiliated with the military community (active duty, veteran, reserve, spouse, or dependent).
- 44% of WGU North Carolina students are first-generation college students.
- Awarded nearly \$400,000 in scholarships to North Carolina residents, including \$80,000 to the military community.
- Partnered with McDowell Tech Community College, Wayne Community College, and Richmond Community College.
- 23% of students are from rural communities.

*"It's very impressive to me that a small entity like WGU, starting with very little, has come this far. It goes to show that the climate and the choices by the consumers—the students in post-secondary—are making are all about competencies and the ability to travel the path of education any way they can or want to because of their own conditions."*

**FORMER GOVERNOR BEV PERDUE**

State of North Carolina,  
Member of WGU North Carolina Advisory Board





# WGU NEVADA™

## 2,623 GRADUATES

ENROLLMENT  
AT LAUNCH  
900

*Launched in 2015*



CURRENT  
ENROLLMENT  
3,261

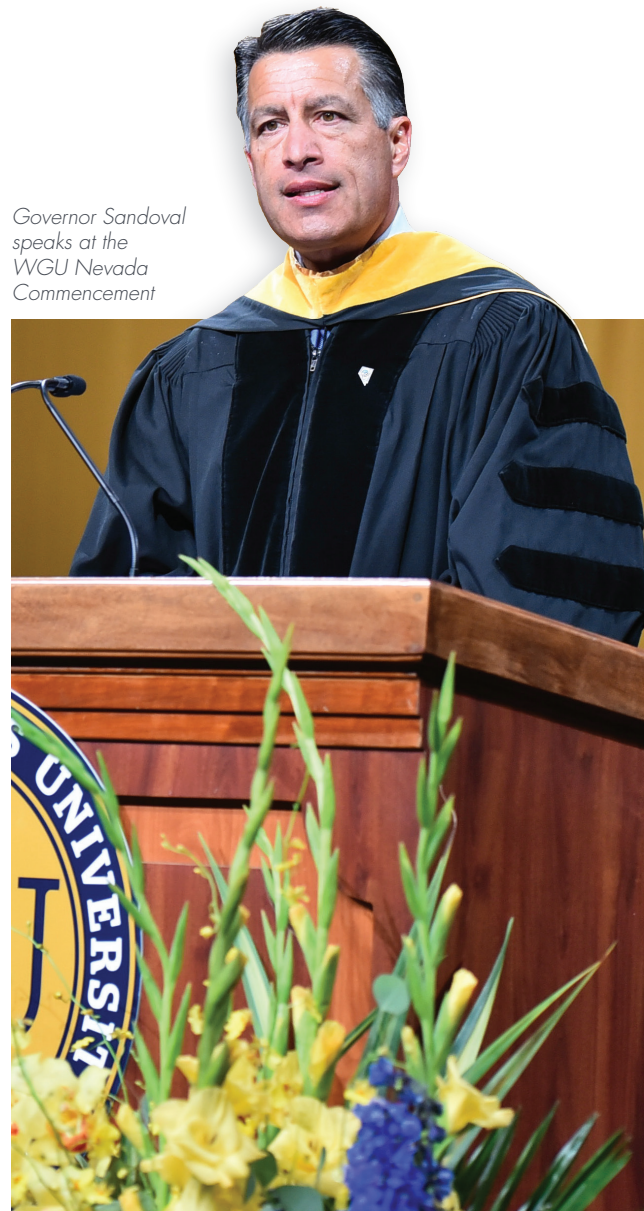
*as of 12/31/18*

On June 16, 2015, Nevada then-Governor Brian Sandoval announced a partnership with WGU to establish WGU Nevada to expand access to higher education for highly in-demand fields, specifically for K-12 education and IT.

In 2018, WGU Nevada:

- Ranked as the largest private, nonprofit university in Nevada.
- Hosted WGU's summer regional commencement with Governor Sandoval as keynote speaker.
- Grew to the second-largest MBA program in the state.
- Grew to the second-largest undergraduate accounting program in the state.
- Grew to one of the largest undergraduate special education programs in the state.
- Awarded more than 750 undergraduate and graduate degrees, with degrees awarded totaling over 2,500.
- Expanded partnerships by adding Cox Communications, Southwest Gas, City of Las Vegas, and Comprehensive Cancer Centers of Nevada.
- Expanded statewide presence to include students and graduates in all of Nevada's 17 counties.
- Awarded more than \$300,000 in scholarships to Nevada residents.

*Governor Sandoval  
speaks at the  
WGU Nevada  
Commencement*



*"Affordable access to accredited education is the key to our future and essential to bringing more jobs to Nevada. WGU Nevada makes it possible for more Nevadans to earn the degrees they need to advance their careers and better provide for their families."*

**FORMER GOVERNOR BRIAN SANDOVAL**  
*State of Nevada*



# WGU MISSOURI®

## 2,665 GRADUATES

ENROLLMENT  
AT LAUNCH  
**450**

*Launched in 2013*

**571%**  
GROWTH

CURRENT  
ENROLLMENT  
**3,021**

*as of 12/31/18*

On January 28, 2013, Missouri then-Governor Jay Nixon announced the founding of WGU Missouri.

In 2018, WGU Missouri:

- Expanded enrollment to include students in all 114 counties in Missouri.
- Passed bills in the Missouri House and Senate, allowing WGU Missouri students to receive Access Missouri Funds.
- Forged new partnerships with organizations including the Federal Reserve Bank of Kansas City. Expanded partnerships with leading Missouri companies such as BJC Health Care, Cerner, and Centene.
- Became the largest provider of distance education in Missouri and the eighth-largest online MBA program
- Awarded more than \$400,000 in scholarships to Missouri residents.
- Was established as Missouri's virtual university, enabling student eligibility for state need-based grants.

*"WGU Missouri continues to play an important role in expanding access to quality, affordable higher education in our state, especially to those thousands of students who might not otherwise be able to earn a college degree. Over the past five years, WGU Missouri has helped improve the lives of our residents, strengthened our communities, and delivered significant economic benefits to our state economy."*

**SENATOR GARY ROMINE**  
*State of Missouri*



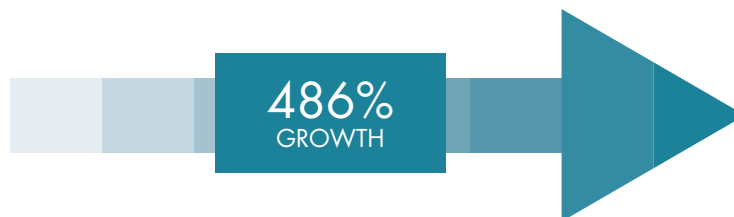


# WGU TENNESSEE®

## 3,618 GRADUATES

ENROLLMENT  
AT LAUNCH  
700

*Launched in 2011*



CURRENT  
ENROLLMENT  
4,103

*as of 12/31/18*

On July 9, 2013, Tennessee then-Governor Bill Haslam announced the creation of WGU Tennessee, as part of his statewide Drive to 55 Initiative.

In 2018, WGU Tennessee:

- Became the third-largest private, nonprofit university in the state (based on full-time enrollment).
- Grew enrollment to 4,000 students in all 95 counties in Tennessee.
- Celebrated its five-year anniversary in July.
- Earned *The Tennessean's* Top Workplaces Award for the fifth consecutive year.
- Awarded its 3,000<sup>th</sup> degree since launching.
- Established five new partnerships with Tennessee-based organizations to expand higher education access to their employees. New partners include MAPCO, Ballad Health, West Tennessee Healthcare, Jackson-Madison County School System, and LeMoyne-Owen College.
- Awarded more than \$400,000 in scholarships to Tennessee residents in 2018, and \$2.5 million since launching.

*"WGU Tennessee has become a critical part of the Drive to 55 Alliance and an affordable, high-quality solution for hardworking Tennesseans. We're all proud of the success of WGU Tennessee, especially because more than 40 percent of its graduates are first-generation college completers."*

**FORMER GOVERNOR BILL HASLAM**  
*State of Tennessee*





# WGU TEXAS®

## 10,308 GRADUATES

ENROLLMENT  
AT LAUNCH  
1,800

*Launched in 2011*



CURRENT  
ENROLLMENT  
11,711

*as of 12/31/18*

On August 3, 2011, Texas then-Governor Rick Perry, with support from the Texas Higher Education Coordinating Board, the Texas Education Agency, and Texas Workforce Commission, established WGU Texas. The university was created to expand access to affordable, high-quality postsecondary educational opportunities while also closing enrollment gaps across Texas.

In 2018, WGU Texas:

- Expanded enrollment to more than 12,000 students in 222 of the state's 254 counties.
- Celebrated its seventh anniversary and 10,000<sup>th</sup> graduate in the state, and honored WGU's 100,000<sup>th</sup> graduate nationwide, Mark Weber from Sequin, Texas.
- Became the second-largest private, nonprofit university in the state.
- Expanded partnerships with more than 140 Texas employers and institutions, including the 50 community college districts in the state, the City of Austin, Texas Association of Mexican American Chambers of Commerce, Texas Association of Business, and the Texas Association of Community Colleges.
- Awarded more than \$750,000 in scholarships to Texas residents in 2018.

*"More students than ever before are choosing to continue their education through online degree programs like those offered by WGU Texas. These are often the best choice for students balancing work, family, and school commitments."*

**DR. MARK ESCAMILLA**

*Del Mar College President and CEO*





# WGU WASHINGTON®

## 14,001 GRADUATES

ENROLLMENT  
AT LAUNCH  
1,000

*Launched in 2011*

1083%  
GROWTH

CURRENT  
ENROLLMENT  
11,834

*as of 12/31/18*

WGU Washington was created in April 2011 with the passing of House Bill 1822, which was signed into law by then-Governor Christine Gregoire.

In 2018, WGU Washington:

- Awarded more than 3,500 bachelor's and master's degrees, increasing WGU Washington's total number of graduates to more than 14,000.
- Ranked as the largest private university in Washington and became the sixth-largest university in the state.
- Ranked as the second-largest MBA program in the state behind the University of Washington's Foster School of Business.
- Ranked as the third-most popular transfer destination for community and technical college graduates behind the University of Washington and Washington State University systems.
- Was recognized by *Seattle Business Magazine* among the top organizations helping to strengthen the workforce and bridge the statewide skills gap.
- Launched the WGU Washington Sage Society, a program honoring and celebrating individuals committed to high-quality education and the pursuit of learning opportunities for others.
- Awarded more than \$1.1 million in scholarship funds to nearly 550 students in Washington state.
- Named Dr. Tonya Drake as Chancellor.

*"Students from every county in our state attend WGU Washington. Through their innovative, competency-based learning model, students can apply previous knowledge and experience to their coursework and advance more quickly toward a degree. WGU helps students advance in their careers, earn higher wages, and help strengthen our workforce."*

**GOVERNOR JAY INSLEE**  
*State of Washington*





# WGU INDIANA®

## 7,242 GRADUATES

ENROLLMENT  
AT LAUNCH  
250

*Launched in 2010*

2137%  
GROWTH

CURRENT  
ENROLLMENT  
5,593

*as of 12/31/18*

WGU's first state affiliate, WGU Indiana, was established June 11, 2010, by executive order. Indiana's then-Governor Mitch Daniels stated that WGU Indiana was the "beginning of, in a real sense, Indiana's eighth state university."

In 2018, WGU Indiana:

- Became the 10th-largest university and the third-largest online university in Indiana.
- Grew to be the third-largest business graduate degree program in the state.
- Expanded corporate partnerships with Cook Medical and Anthem and added a new partnership with Gibson General Hospital.
- Hosted WGU's fall commencement with Cook Medical CEO Pete Yonkman, where he announced 10 new jobs created exclusively for WGU's 2018 graduating class.
- Conducted nurse pinning ceremonies at partner Eskenazi Health.
- Launched the Public Service Recognition Scholarship campaign with \$50,000 in scholarships to 10 State of Indiana employees. Scholarships were awarded by Governor Eric Holcomb at the Governor's residence.
- Awarded more than \$500,000 in scholarships to Indiana residents.

*"I'm a big believer in the kind of access WGU provides to students as they prepare for new or advanced workforce opportunities."*

**GOVERNOR ERIC HOLCOMB**  
*State of Indiana*



## WGU Labs

In 2018, WGU Labs was created in an effort to provide independent, innovative educational offerings that multiply the effects of WGU's mission to have a transformative impact on higher education: to expand access, improve quality, and optimize student outcomes. Each Labs educational offering defines its own approach, developing products and services that aim to enable the transformation of the education ecosystem. In the coming years, WGU Labs will launch more projects and initiatives that will have an even greater impact on higher education. The first initiative was the Center for Applied Learning Science (CALS).

### Center for Applied Learning Science (CALS)



**JASON LEVIN**  
Executive Director, CALS

In 2018, WGU launched the Center for Applied Learning Science (CALS), a nonprofit innovation lab focused on improving student outcomes by combining technology, design thinking, and rigorous research methods. CALS is focused on solving tough problems (both academic and psychological obstacles to learning) by rapidly designing, testing, and refining effective learning solutions. The creation of CALS supports WGU's objective to expand impact on student success by developing and implementing new technologies and learning models.

Leveraging the knowledge and experience gained through WGU's more than 110,000 enrolled students and 128,000+ graduates, CALS partners with academic institutions and research organizations, such as Carnegie Mellon and MIT, to collaborate on research, design, and student testing. Approximately 6,000 students start at WGU each month—not only in spring or fall like most other schools. CALS conducts rigorous research at a fast pace, letting students try new designs, measure results, improve, and test again.



### 2018 National Science Foundation GRANT AWARD

In 2018, the National Science Foundation awarded a grant to CALS in collaboration with Carnegie Mellon University to fund research into the benefits of an intelligent coaching agent interacting with WGU social communities.



### Education, Technology, and Opportunity Innovation Competition 2018

ABDUL LATIF JAMEEL POVERTY ACTION LAB  
MIT DEPT OF ECONOMICS

CALS is working with J-PAL, a research center at MIT, to develop scalable models to improve student learning specifically in math. CALS is evaluating a suite of adaptive online interventions that are aimed at helping students cultivate a math mindset, reduce math anxiety, and increase comprehension of key math concepts.

## Diagnostic Assessment & Achievement of College Skills (DAACS)

WGU is a collaborative partner with other universities as part of a first-in-the-world grant project sponsored by the U.S. Department of Education. The project produces Diagnostic Assessment & Achievement of college Skills (DAACS), which provides personalized feedback to students about strengths and weaknesses in math, reading, writing, and self-regulated learning. WGU has uncovered and examined student profiles and research leading to better starting metrics for students transitioning to college. The grant project for \$3 million over four years was awarded by the Fund for the Improvement of Postsecondary Education.

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*"WGU is one of the nation's largest online universities, serving a population of working individuals seeking career transitions in the face of a dramatically changing career landscape. We're building a sociotechnical solution that can have a real-world impact on decision making. This partnership offers the opportunity for tremendous impact with populations who need the support most."*

**DR. CAROLYN ROSÉ**

*Carnegie Mellon University  
Professor of Language Technologies and Human-Computer Interaction*

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## WGU Advancement

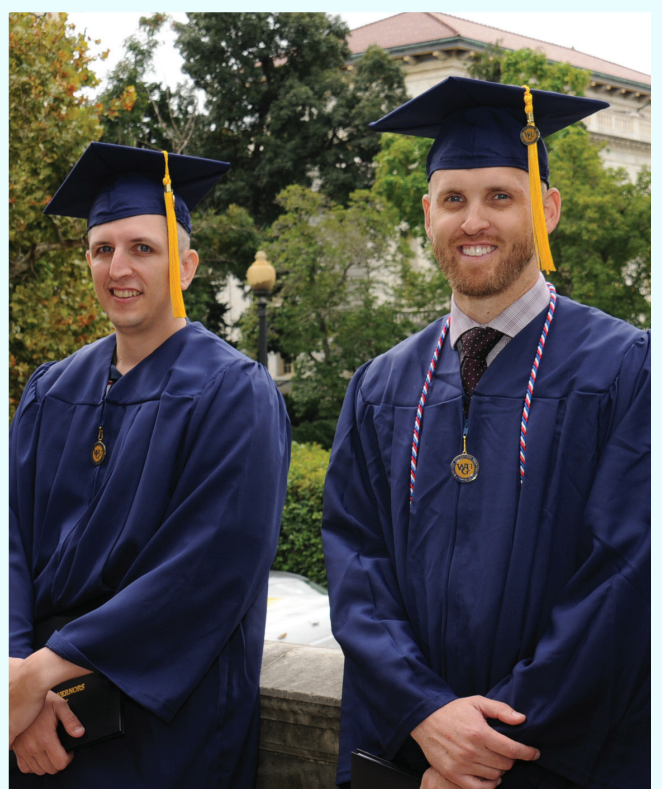
In 2018, WGU Advancement was created as a world-class, nonprofit organization dedicated to raising funds to increase and improve access to higher education and accelerate innovation on behalf of students. WGU Advancement works with foundations, corporations, associations, and individuals to support scholarships, new learning models, and new technologies that help us reinvigorate the promise of higher education for all.

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*"During my time as a WGU Chancellor, I had the privilege of witnessing first-hand the impact that a college degree can have on not just the student, but his or her entire family. WGU Advancement will enable us to take this impact to a whole new level, helping individuals, families, and communities change for the better."*

**ALLISON BARBER, PH.D.**  
*President, WGU Advancement*

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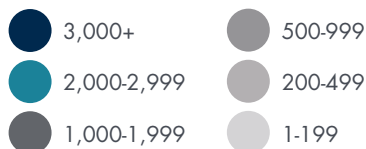
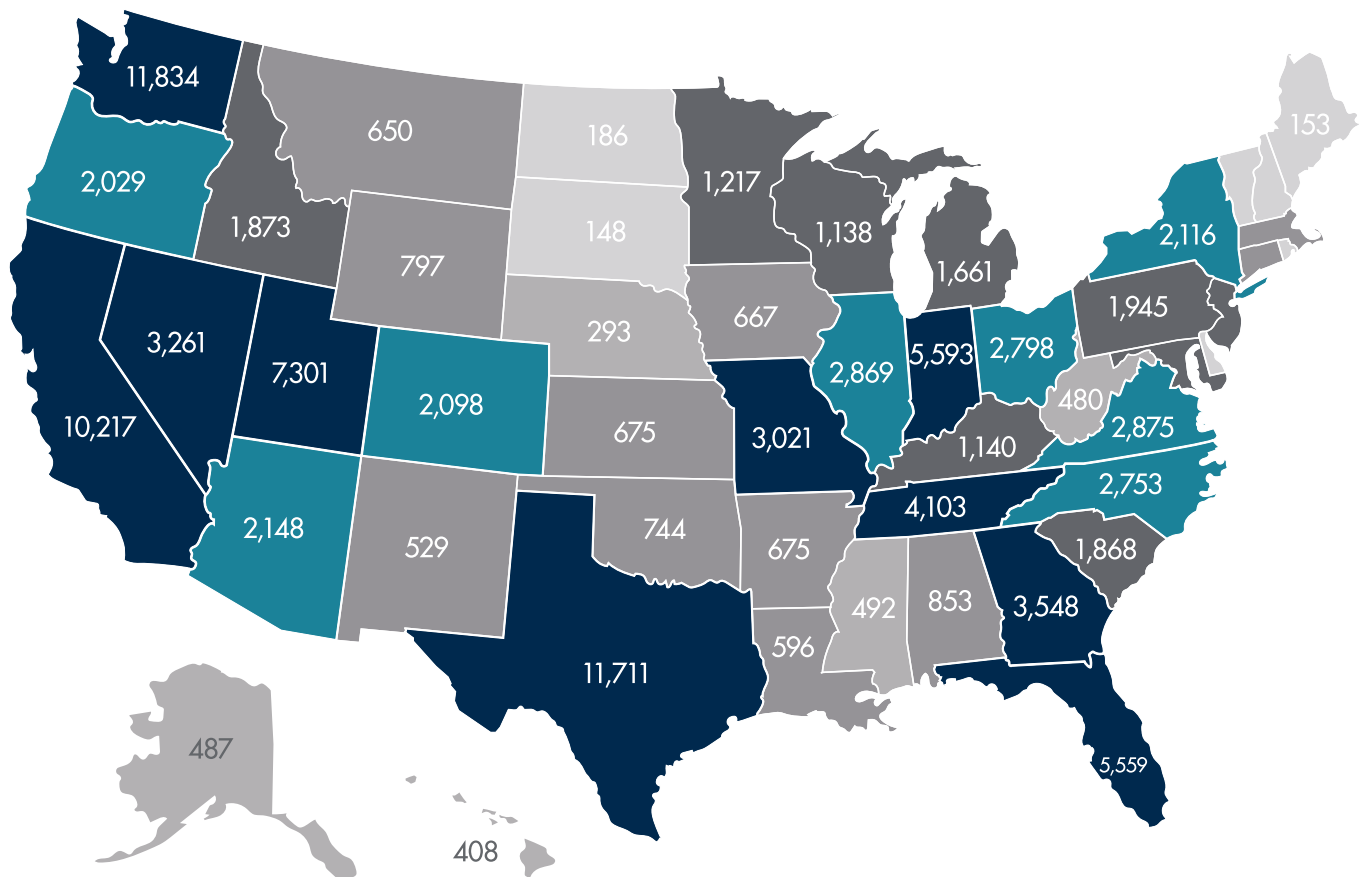




# WESTERN GOVERNORS UNIVERSITY

Reinvigorating the Promise of Higher Education

## WGU Student Enrollment



|                 |       |                |     |
|-----------------|-------|----------------|-----|
| Connecticut     | 592   | Armed Forces   | 443 |
| Delaware        | 120   | Guam           | 57  |
| Maryland        | 1,352 | International  | 96  |
| Massachusetts   | 552   | Puerto Rico    | 24  |
| New Hampshire   | 176   | Virgin Islands | 14  |
| New Jersey      | 1,178 |                |     |
| Rhode Island    | 141   |                |     |
| Vermont         | 193   |                |     |
| Washington D.C. | 73    |                |     |

*\*as of December 31, 2018*



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