

A close-up photograph of a Black woman with red braids and glasses, wearing a graduation cap and gown, smiling broadly. The background is blurred, showing other graduates.

**FROM ASPIRATION
TO ACTION:**

**CLOSING THE
OPPORTUNITY GAP**

DeVry  | Advancing
University | Ambition

2023 ANNUAL IMPACT REPORT



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DeVry's Mission

DeVry University strives to close our society's opportunity gap by preparing learners to thrive in careers shaped by continuous technological change. Through innovative programs, relevant partnerships and exceptional care, we empower students to meaningfully improve their lives, communities, and workplaces.





A Message from Our President & CEO

11,894.¹

That is the number of graduates who earned a degree or certificate at DeVry University and the Keller Graduate School of Management in 2023. And as proud as we are of the achievement that number represents, it is the **who** behind that number that truly inspires us.

- ▶ 55.3% are female²
- ▶ 87.1% are at least 26 years old²
- ▶ 57.4% are parents supporting children and other dependents³

As you might suspect, these individuals defy the mold of traditional college students. They are driven and determined, representing a vast pool of unrealized potential. Unfortunately, traditional academia is not equipped to effectively serve these learners resulting in an opportunity gap, which ultimately leads to missed chances for learners to elevate their skills and invigorate our workforce. The reality is DeVry's students embody the diverse, resilient, and dynamic workforce of the future that our society so desperately needs.

During my two decades with DeVry, I've witnessed firsthand what these non-traditional students have to offer and what they've had to overcome. I joined DeVry in 2004 as an admissions representative, working closely with students from every background imaginable to help them change their stories by turning their career aspirations into a reality. I know their grit. I know their talent. To this day, I am in awe of what they are able to accomplish. They are why I'm so incredibly proud to share this report.

DeVry's mission is to close our society's opportunity gap by preparing learners to thrive in careers shaped by continuous technological change. That mission is needed now more than ever. Businesses everywhere are hard-pressed to find talent with the skills they need to succeed, especially as we face a seismic shift caused by AI technology rapidly evolving the workplace. Yet, traditional higher education institutions have been slow to embrace this national calling and provide wider access for students to learn those skills.

That's where DeVry stands apart. DeVry exists to nurture our learners' ambition and to align their skills with businesses that badly need them. Simply put, we walk the talk when it comes to closing the opportunity gap, as this report demonstrates.

For more than 90 years, DeVry has stood at the crossroads where ambition, technology, and access meet. More so than ever, we stand firmly at this intersection. Our purpose has never mattered more, and we are proud to have you as partners on this journey.

Elise Awwad
President & Chief Executive Officer
DeVry University



“

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Simply put, we walk
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opportunity gap.**

”

Sources:

¹ DeVry University graduates conferred degrees and certificates between July 2022-May 2023

² Internal data. Reflects percentage of 2023 graduates who self-reported gender

³ Data is comprised of self-reported elements from the FAFSA for students who graduated between July 1, 2022 and June 30, 2023



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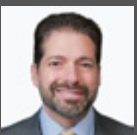
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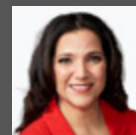
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U.S. Sales, HP Inc.



Betsy Ziegler
CEO, 1871



DeVry has helped open doors for me since attending and has allowed me to make network connections that are invaluable. I love this school and all the resources they have available for their students. Their dedication to our success after leaving is unmatched.

Ariel G.

IT Essentials Undergraduate Certificate

2022



Reshaping the Workforce of Tomorrow

Opening Doors to Tech

At DeVry, we believe the future of the workforce will be in careers shaped by continuous technological change. As an educator, we're committed to reshaping the workforce of tomorrow by opening doors for all, especially to tech careers. We are proud to offer programming and student support services designed to provide the knowledge, skills, and degree credentials that are needed to create access for anyone striving to better themselves and their communities.

For far too long, women, African Americans, and Hispanics, have been underrepresented in the technology sector, to the detriment of businesses that need talented workers, and the aspiring workers themselves. In today's economy, women make up less than 27% of the tech workforce, African Americans only 9%, and Hispanics slightly more than 8%.¹

Meanwhile, nearly 70% of business leaders report a systemic lack of diversity in their tech workforce, a challenge both for productivity and profitability.²

Broadening Access to Higher Education

DeVry is committed to helping close the digital skills gap by supporting diverse learners and educating them with programming that is aligned with their career potential.

“DeVry is on an ambitious pursuit to help close the opportunity gap while putting the power in our learners’ hands to lead future innovations.”

58%

of the workforce requires a new set of tech-based skills⁴

65%

increase in income potential for digital workers compared to non-digital workers⁵

168%

rise in annual revenues for organizations that employ advanced digital workers vs. those that use only basic skills⁵

65%

of hiring managers worldwide report difficulty in finding digital talent⁶

Dedicated to Lifelong Learning and Upskilling

Core to empowering nontraditional learners is providing the opportunity for lifelong learning and continually building new skills. Regardless of one's career stage, ongoing technological and digital skill development is vital. It represents one of the pillars of our approach to higher education.

To put a finer point on it, according to the U.S. Bureau of Labor Statistics, the overall employment in computer and information technology occupations is projected to grow much faster than the average for all occupations from 2022 to 2032. About 377,500 openings are projected each year, on average, in these occupations due to employment growth and the need to replace workers who leave the occupations permanently.³

Making Higher Education More Affordable through Scholarships and Funding

DeVry offers students a suite of funding options to help make earning a degree more affordable. From accessing our range of scholarship offerings, such as Business Edge and Future-Ready Transfer, to tapping into corporate partner tuition savings programs,⁷ we are committed to helping expand access to higher education. We believe scholarships and funding solutions play a critical role in breaking down barriers and fostering a more inclusive and diverse workforce.

Sources:

¹ Labor Force Statistics from the Current Population Survey, U.S. Bureau of Labor Statistics, Updated January 2023, Computer and Mathematical Occupations, <https://www.bls.gov/cps/cpsaat1.htm>.

² Wiley, (2022). Diversity in Tech 2021 U.S. Report. [mthreepdf](https://www.wiley.com/edge/site/assets/files/2689/diversity_in_tech_2021_us_report_by_mthreepdf). Retrieved January 19, 2023, from https://www.wiley.com/edge/site/assets/files/2689/diversity_in_tech_2021_us_report_by_mthreepdf

³ <https://www.bls.gov/tech/computer-and-information-technology/home.htm> Growth projected on a national level. Local growth will vary by location. BLS projections are not specific to DeVry University students or graduates and may include earners at all stages of their careers and not just entry level.

⁴ <https://www.gartner.com/en/newsroom/press-releases/2021-02-03-gartner-hr-research-finds-fifty-eight-percent-of-the-workforce-will-need-new-skill-sets-to-do-their-jobs-successfully>

⁵ Gallup, "2022 Amazon Web Services- Gallup Global Digital Skills Study," <https://www.gallup.com/analyses/402284/aws-digital-skills-study.aspx>.

⁶ Forbes, "Why Leaders Need to Close the Digital Skills Gap in the Global Economy," <https://www.forbes.com/sites/benjaminlaker/2023/01/06/why-leaders-need-to-close-the-digital-skills-gap-in-the-global-economy/?sh=640cbac33a8>

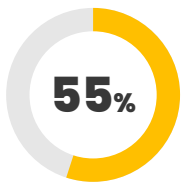
⁷ Students may participate in only one DeVry University-based scholarship, grant or group tuition benefit program at a time. Those who qualify for more than one program will be presumed to accept the program with the highest reduction in by- session cost. Students who qualify for and prefer a different tuition benefit program must confirm, in writing, the alternate program in which they wish to participate prior to starting classes at DeVry. Scholarship and grant terms and eligibility conditions are subject to change. Scholarships are available to those who apply and qualify. Click [here](#) for more information.



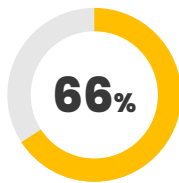
Opening Up Access to Technology Careers

Upskilling opens up access to advancements within technology careers for men and women alike. But the gender divide persists, with men nearly 20% more likely to have access to upskilling than women. Despite 55% of women recognizing the importance of upskilling to career growth, just slightly more than a third have taken advantage of company-paid upskilling, versus more than half of men.¹

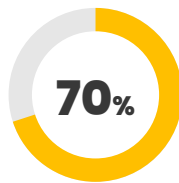
Similarly, only 42% of people of color have access to and/or use paid upskilling. Yet 66% say it's critical to career growth.¹ Approximately 80% of African American workers and 71% of Hispanic workers say they would leverage company-paid or federally funded upskilling resources if they were offered.¹ DeVry takes pride in offering upskilling opportunities to help traditionally underserved populations enhance their skills and apply them to their careers.



of women say upskilling is vital to career growth¹



of people of color believe their career growth depends on upskilling¹



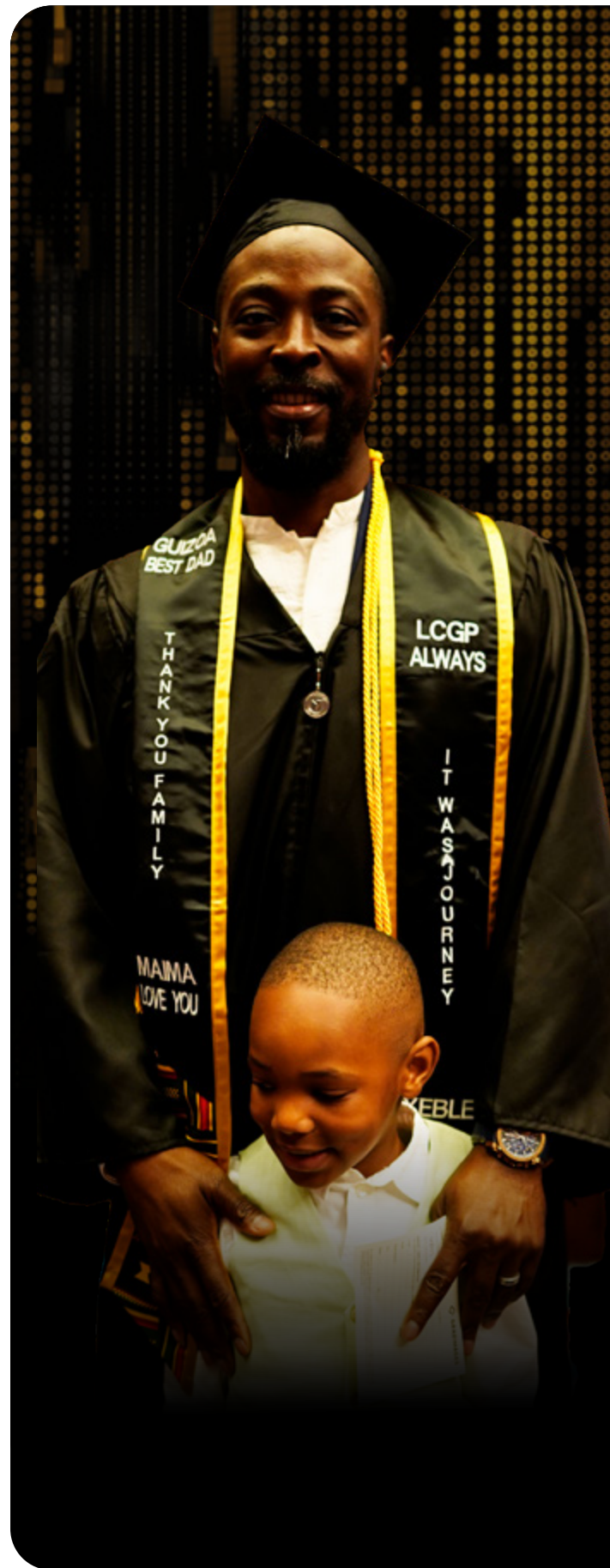
of employers believe technological advances are vastly outpacing workforce skills¹

“

This is my second time at DeVry. I see how technology has changed over time, and I knew that DeVry was the right choice to obtain the new tech skills needed. DeVry brings real-world experience and examples to us.

”

– Floyd B.
Associate in Network Systems
Administration, 2020





Responding to the Opportunity Gap in Tech

DeVry Scholars Programs

Since 2021, DeVry's Scholars Programs have helped more than 8,000 students, many of them women, African Americans, and Hispanics, pursue tech careers. Our technology programs meet the growing interest in computer science from underserved student populations head-on.

- > **Women+Tech Scholars:** This program provides vital resources like community, mentors, and early access to career services and scholarships for qualifying female students.¹
- > **NextGen Hispanic Scholars:** Hispanics account for 18.8% of the total employed U.S. population,² yet a fraction of the tech workforce. Through this program, DeVry aims to empower students via networking, internships, and professional certification resources.
- > **Future Cyber Defenders Scholars:** Cyberattacks are rising and therefore so is the demand for professionals trained to defend against cyber criminals. The goal of this program is to prepare today's students to be tomorrow's cyber professionals.

DeVry's National Cyber League team ranked 28th of 510 college and university teams consisting of 8,580 students in the Fall 2023 competition⁴

Rapid Growth in Our Scholars Programs

The DeVry Scholars Programs continued rapid growth in 2023, with more than 7,500 students enrolled last year across our three program areas. More than 13% of scholars participate in two or more programs.

Women + Tech, NextGen Hispanic, Future Cyber Defenders Scholars³

	Launch Date	May 2021	July 2021	Sept. 2021	Nov. 2021	Jan. 2022	Mar. 2022	May 2022	July 2022	Sept. 2022	Nov. 2022	Jan. 2023	Mar. 2023	May 2023
Women + Tech	May 2021	145	198	146	178	143	180	211	207	282	188	189	246	255
NextGen Hispanic	March 2022	-	-	-	-	-	36	105	94	206	101	149	168	135
Future Cyber	November 2022	-	-	-	-	-	-	-	-	-	3,596	622	654	565

Sources:

¹ For a complete list of eligibility requirements for the Women+Tech Scholarship, visit [DeVry's Scholarships page](#).

² "Labor Force Statistics from the Current Population Survey," U.S. Bureau of Labor Statistics, January 26, 2024. <https://www.bls.gov/cps/cpsaat1.htm>

³ Data reflects total number of students enrolled in each program. Students may enroll in more than one scholars program. Total unique students enrolled in scholars programs is 8686.

⁴ Cyber Power Rankings United States, Cyber Skyline, Fall 2023. <https://cyberskyline.com/data/power-ranking/fall-2023-national>



Preparing for an AI-Driven Future

Across every industry, artificial intelligence (AI) is rewriting the future. There's no question AI will disrupt the workforce. On balance, AI is expected to be a net creator of jobs, according to McKinsey.¹ DeVry stands ready today to provide our students with the education they need to be successful in the AI-driven workplace of the future.

Our mission is to prepare our students for that reality. To empower the next generation of AI leaders, we're building upon our existing curricula in AI and infusing AI concepts across our programs via courses, discussions, assignments, and labs. The future of AI is filled with opportunity.

To meet the demands of an AI economy, DeVry has developed an **AI Lab and Resource Center** with the following goals:

- Determine which professional skills are critical to an AI-driven workplace
- Inform DeVry's curriculum, learner experience, and career services

AI-related Coursework

- AI-Driven Business Application Coding Course
- Applied AI for Cyber Security Course
- Applied AI for Management and Technology Course
- Introduction to Artificial Intelligence and Machine Learning Course
- Data Mining and Analytics Undergraduate Certificate
- Engineering Technology Undergraduate Certificate – Machine Learning and Design Techniques Focus Area
- Programming Essentials Undergraduate Certificate
- Associate in Engineering Technology – Machine Learning and Design Techniques Focus Area
- Associate in Information Technology & Networking – Information Systems and Programming Track
- Bachelor's in Computer Information Systems
- Bachelor's in Software Development
- Web and Mobile Application Development Specialization
- Bachelor's in Information Technology & Networking

Source:

¹ McKinsey Global Institute, Generative AI and the Future of Work in America Report



Equipping Learners for Success from an Early Stage

Founded in partnership with Chicago Public Schools in 2004, DeVry University Advantage Academy is a fee-free, dual-enrollment program for eligible 11th and 12th-grade Chicago Public School students. Advantage Academy students can earn their high school diploma and an eligible associate degree from DeVry simultaneously, with a choice between a Business or Information Technology and Networking degree. DeVry and the Chicago Board of Education cover tuition, books, and technology fees.

Advantage Academy students are immersed in a professional learning environment where they develop skills and learning habits via challenging, engaging, and relevant educational experiences. By the time they graduate high school, they have a head start to pursue a four-year degree or enter the workforce.

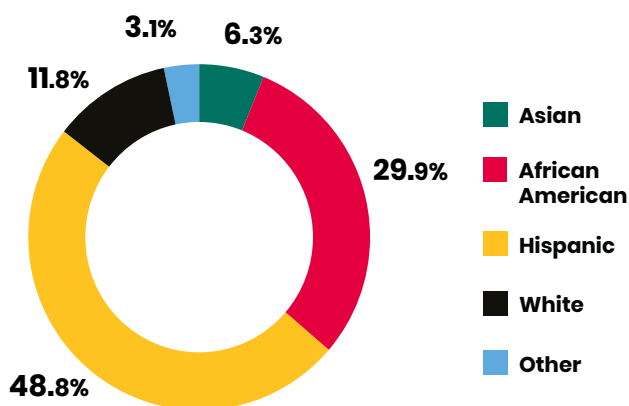
Academic Highlights¹

	Class of 2019	Class of 2020	Class of 2021	Class of 2022	Class of 2023
Starting Enrollment	104	98	75	82	80
High School Graduate Percentage	99%	N/A*	100%	100%	97.5%
DeVry University Graduate Percentage	87%	93%	75%	84%	86%

Students who do not complete their associate degree during the academic year are able to take summer classes to do so at a 50% tuition reduction.

*No report available for 2020 due to COVID-19 pandemic.

Demographics 2022 – 2023 School Year²



DeVry University Advantage Academy Ranks in Top 10 of Chicago Parent's Best Public High Schools List

Advantage Academy prepares future leaders through its dual-enrollment program.

Read more [here](#).



¹ Advantage Academy Graduate Data: <https://www.illinoisreportcard.com/School.aspx?schoolid=150182990250832>

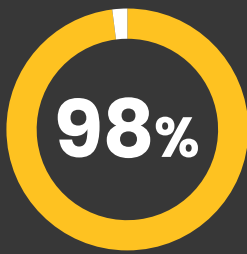
² Advantage Academy Demographics: <https://www.cps.edu/schools/schoolprofiles/devry-hs>



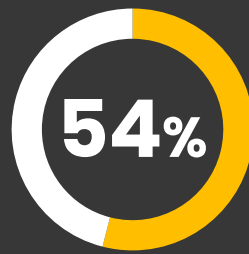
Recognition and Awards

Advantage Academy placed ninth among the top 25 best public high schools in 2023 by Chicago Parent Magazine.¹ U.S. News & World Report's 2023 Best High Schools issue ranked the academy #13 among Chicago public high schools and #47 among Illinois high schools.²

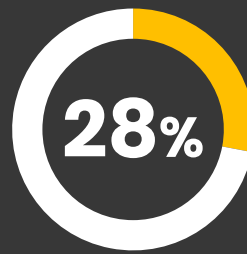
Advantage Academy also made the 2023 College Board's AP Platinum Honor Roll,³ the highest recognition the AP College Board offers, earned by exceeding requirements in the following categories:



of Advantage Academy students take at least one AP course⁴



score 3 or above on their AP exam and earn additional college credits toward their associate degree⁴



take five or more AP courses⁴

Sources:

¹ Chicago Parent Magazine, Best Public High Schools in Chicago, September 8, 2023, <https://www.chicagoparent.com/education/public-schools/best-public-high-schools-chicago/>

² US News & World Report Best High Schools 2023-2024, <https://www.usnews.com/education/best-high-schools/illinois/districts/chicago-public-schools/downy-advantage-academy-high-school-153375>

³ 2023 AP School Honor Roll Recognition, <https://apcentral.collegeboard.org/exam-administration-ordering-scores/scores/awards/school-districts-awards/ap-school-honor-roll-recipients>

⁴ Student Success Metrics, <https://apcentral.collegeboard.org/exam-administration-ordering-scores/scores/awards/school-districts-awards/ap-school-honor-roll-recipients>





I never felt like a number on the page. When I see other institutions, it seems like the people are just going through the motions because they're there.

At DeVry, I didn't feel like I was a number, I felt like they actually did care.

Leo G.

Bachelor's in Information
Technology & Networking,
Cyber Security Specialization
2022



Get to Know the DeVry Student

Undergraduate/Graduate Academic Year 2022–2023 New Students¹:

- 91% undergraduate
- 66% female
- 82% at least 26 years old
- 60% are parents supporting children and other dependents²

Undergraduate Academic Year 2022–2023 New Students¹:

- 66% female
- 80% at least 26 years old
- 60% are parents supporting children and other dependents²

Graduate Academic Year 2022–2023 New Students¹:

- 59% female
- 94% at least 26 years old
- 57% are parents supporting children and other dependents²

Source:

¹ Internal data. Reflects percentage of 2023 new and readmit students who self-reported age and gender

² Data is comprised of self-reported elements from the FAFSA for new and readmit students who started between July 1, 2022, and June 30, 2023

“

I chose DeVry for flexibility. I work, I'm a mom, I'm a wife, and I don't have a lot of time to do a lot of things.

DeVry provided me with that flexibility to still be able to do all those things that I'm already responsible for.

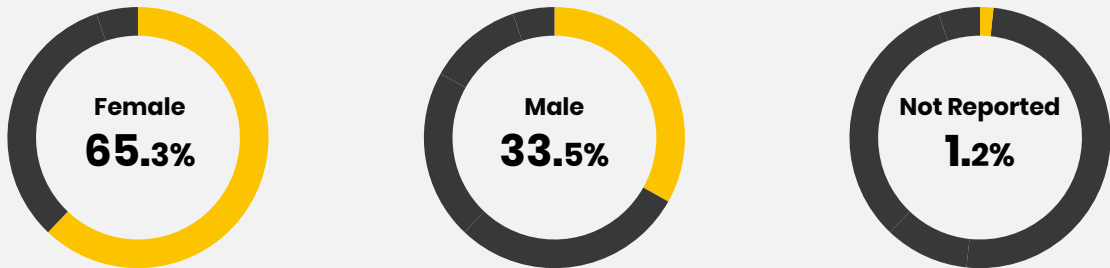
”

– **Tiersa C.**
Associate of Applied Science, 2023

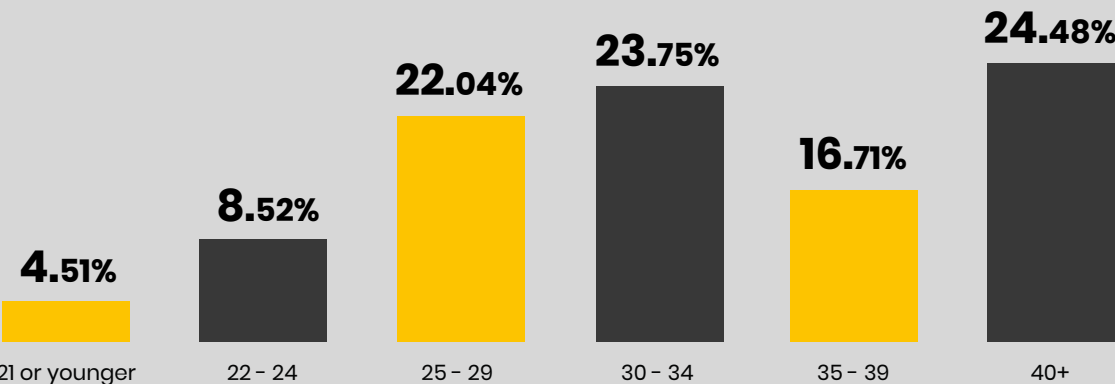


Undergraduate Student Profile

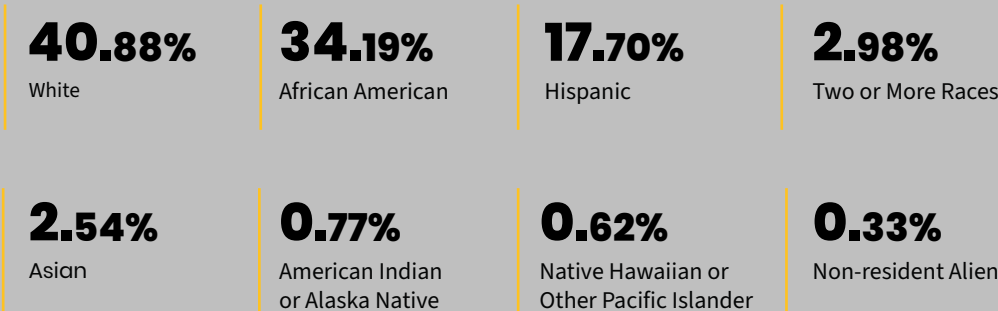
By Gender¹



By Age²



By Race and Ethnicity³

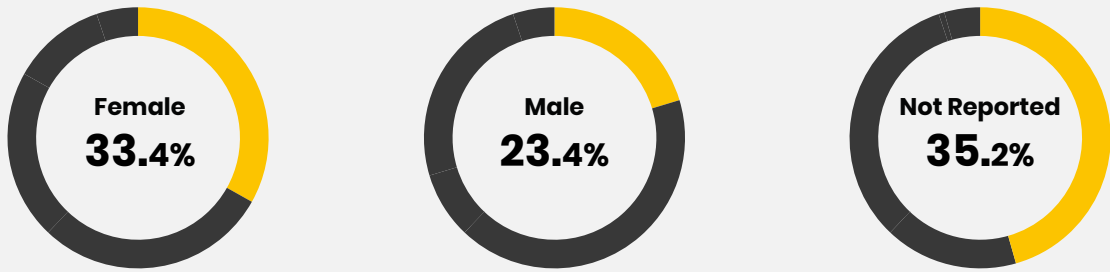


¹ Internal data. Reflects percentage of known (self-reported) excluding unknown gender for new and readmit student data for AY23
² Internal data. Reflects percentage of known (self-reported) excluding unknown age for new and readmit student data for AY23
³ Internal data. Reflects percentage of known (self-reported) excluding unknown race/ethnicity for new and readmit student data for AY23

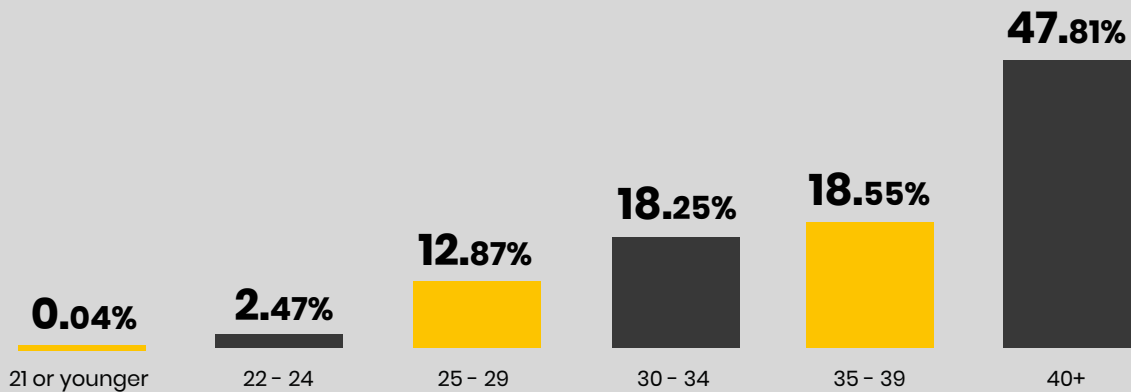


Graduate Student Profile

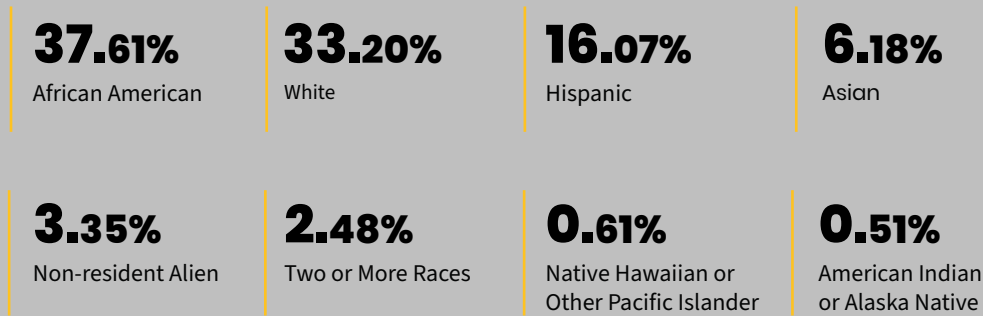
By Gender¹



By Age²



By Race and Ethnicity³



¹ Internal data. Reflects percentage of known (self-reported) excluding unknown gender for new and readmit student data for AY23

² Internal data. Reflects percentage of known (self-reported) excluding unknown age for new and readmit student data for AY23

³ Internal data. Reflects percentage of known (self-reported) excluding unknown race/ethnicity for new and readmit student data for AY23



Our Approach to Student Success

Support for a Lifetime of Achievement

As demonstrated in this report, the need to double down on accessibility, affordability, and flexibility in higher education is more pressing than ever. At DeVry, we believe access to education

alone is not enough; students need support throughout their academic and career journeys. DeVry's Culture of Care underpins all we do by unconditionally supporting learners when and where they need it.

On the next page, we highlight what makes our approach to student success so impactful.





Our Relentless Focus on Student Support

At DeVry, we work closely with our students to identify their goals, develop pathways designed to meet those goals, and help mitigate any obstacles they face along the way.

➤ Digital-First Education

We deliver a specialized education informed by data, with career-focused technology resources built into our curriculum.

➤ DeVry Care Formula

Our unwavering commitment to student success is exemplified by our award-winning¹ DeVry Digital Care Engine, which uses technology, predictive analytics, and observational insights to deliver student support at the moment of need.

➤ Career Services Support

We help students identify and enhance key strengths and skills from enrollment to graduation and throughout their careers.

➤ Whole Student Focus

We provide emotional wellbeing and life-balance support to our students and their families through highly effective partner programming that includes personalized mental health assistance and resources.

➤ Stackability

We structure our curriculum to help students prepare to earn credentials, such as certificates and certifications, on the path to earning a degree that can lead to the career opportunities our students' desire.²

➤ Advisor Driven Support

DeVry provides dedicated academic and financial advising support to our students. Every student is assigned an advisor when they enroll who provides support throughout their academic journey.

➤ Student-Centric Calendars

We design flexible 8-week sessions³ to remove time-commitment barriers for our busy students.

Sources:

¹DeVry Digital Care Engine received a Gartner Eye on Innovation Award in 2022 for Higher Education, Highly Commended

²At the time of application to the next credential level, an evaluation of qualifying transfer credit will occur and the most beneficial outcome will be applied. Future programmatic changes could impact the application of credits to a future program. Refer to the academic catalog for details.

³Two 8-week sessions are equivalent to a 16-week semester.

“

The knowledge, skills, and opportunities I gained during my time at DeVry played a significant role in shaping my academic and professional journey. DeVry's strong emphasis on career development and industry connections has been instrumental in providing guidance, resources, and networking opportunities to help me navigate the job market.

”

– Joseph B.

Bachelor's in Technical Management, 2011

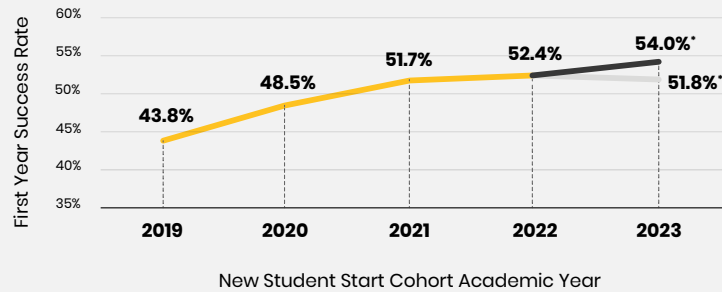




What We Watch

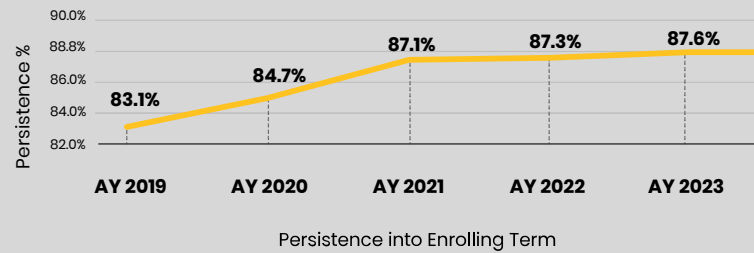
First Year Success

At 8th session census, % of academic year's matriculated new students that have graduated or are still attending in their fourth semester and are on track to graduate within 150% of program time.



Total Persistence Over Time

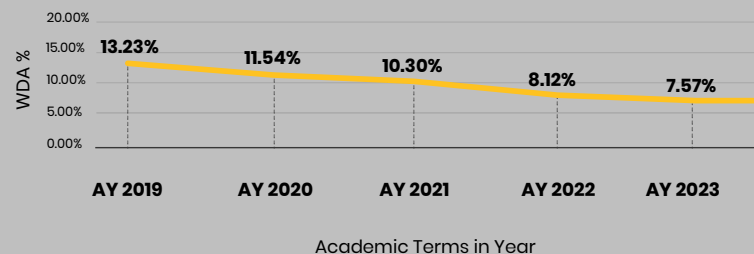
Persistence % = # matriculating students enrolled into next session / # of matriculating students less graduated students.



Term Withdrawal

(% of DeVry and Keller Students who withdrew from all courses in the academic term)

Withdraw from All (WDA%) calculated based on the % of students in the academic session with a complete withdrawal recorded as of the census date for the following session (typically 4-6 weeks post session end).



* 2023 First Year Success rates are estimated to fall between 51.8% and 54.0%



Projected Graduation Rates¹

Fall Cohort	Education Level		DeVry Total
	Undergraduate ²	Graduate ³	

Graduation Rates for Completed Cohorts (undergraduate rates from Student Right to Know disclosure)

2011	35.8%	64.4%	45.6%
2012	39.7%	64.4%	48.0%
2013	35.5% / 38.2%	56.7%	42.8% / 44.6%
2014	34.0% / 37.6%	61.3%	44.4% / 46.6%
2015	34.6% / 41.5%	63.0%	44.9% / 49.3%
2016	34.0% / 42.6%	66.3%	44.7% / 50.5%

Projected Graduation Rate Improvement⁴ (basis points)

2017	-60	+340	-60
2018	+70-100	+670	+20-40
2019	+500-560	+1,120-1,160	+390-440
2020	+950-1,070	+1,200-1,300	+690-810
2021	+1,090-1,300	+1,010-1,450	+710-940

Sources:

¹ Includes all full-time (including transfers), degree-seeking new students at 150% of program time;

² For Fall 2013 reporting NCES modified the methodology to only count graduations in the numerator of the graduation rate calculation if they graduated from the same state that they started; the second % in this column is the method consistent with Fall 2012 and prior in which all graduations were counted;

³ Graduate level graduation rates calculated using same methodology as undergraduate but with 9 credit hours as full time rather than 12, and no state exclusion described in preceding note;

⁴ Improvements are calculated off of 2015 cohort based on a statistical model utilizing remaining time to 150% limit and student characteristics such as whether still attending, program credit hours remaining, academic standing, etc. The projections are for the "without state exclusion" version of UG grad rates in the top part of the table.



Career-Centered Education:

The Critical Element in Closing the Opportunity Gap

What Career-Centered Education Looks Like

The most essential element in closing the opportunity gap is a career-centered education. Everything we do at DeVry is centered on providing our students with an education that positions them to be successful throughout their careers.

Consider Engineering Technology...

With an engineering history that dates back to 1955, DeVry's curriculum emphasizes the hands-on application and implementation of engineering design. Students not only learn how engineering technologists bring concepts to life but also get to demonstrate newfound skills at every step. Students earn two additional credentials via our unique **3-in-1 approach**. Upon application to the next credential level, we evaluate qualifying transfer credits and apply the most beneficial outcomes.¹

...and the Keller MBA

The Keller MBA brings real-world experiences and practitioner knowledge into the classroom, so learners are equipped with the skills needed to prepare to advance in their careers. It's designed for those looking to pursue graduate education with a focus on leadership in the digitally driven workforce of the future. The Keller MBA prepares learners to thrive in business careers based on what we call the 4Ds: **digitally focused** technology perspectives fueled by **data-driven** degree programs that support a **diverse** global workforce increasingly managed by **distributed** teams.

Where We Start

We start at the endpoint – student outcomes – and rigorously define what success looks like. To do that, we consult with industry experts and standard-setting organizations to gain in-depth insights into the skills they need their employees to possess both today and into the future. By doing so, we not only help set our students up for success with in-demand technical and professional skills, but we also help meet the needs of our employer partners.

A Dedication to Curriculum Vitality

Each year, DeVry refreshes our curriculum pathways based on industry feedback and student outcomes. In 2023, 4,800 students enrolled in new or enhanced programs. Over the 2023 academic year, we continually refreshed our 470+ courses.

- › Developed 37 new courses, **8%** of total courses
- › Redeveloped 103 courses, **22%** of the total
- › Updated 152 courses, **31%** of all courses

Certification Alignment

DeVry also recommits annually to relationships with industry associations and realigns specific program curriculum to stay current with key industry certifications, including:

<u>Tech</u>	<u>Cloud Computing</u>	
IT Fundamentals	AWS1	
Linux+	AWS2	
A+	Azure 1	
Network+	Azure 2	
Cloud+		
Cloud Essentials		
Security+		
PCEP		
<u>Cyber Security</u>	<u>Business</u>	<u>Health</u>
CYSA+	CPA	CCA
CEH	PMP	CCS
Pen Test+	CAPM	RHIT
IRBIZ		RHIA
CCSP		
CISA		
CCNA		

Source:

¹At the time of application to the next credential level, an evaluation of qualifying transfer credit will occur and the most beneficial outcome will be applied. Future programmatic changes could impact the application of credits to a future program. Refer to the academic catalog for details.



Faculty Expertise

- Average tenure of full-time faculty is 14 years
- 45% of all professors hold a doctorate degree
- More than 70% of our visiting professors are active practitioners
- 55% of all visiting professors have been working in their field for more than 5 years

Industry Thought Leadership

Throughout the 2023 academic year, DeVry hosted 11 National Advisory Committee meetings on various programs and fields of study. These events convened nearly 200 thought leaders and generated a wealth of insights into organizational needs and how to address them via curriculum updates.

Employer Partners

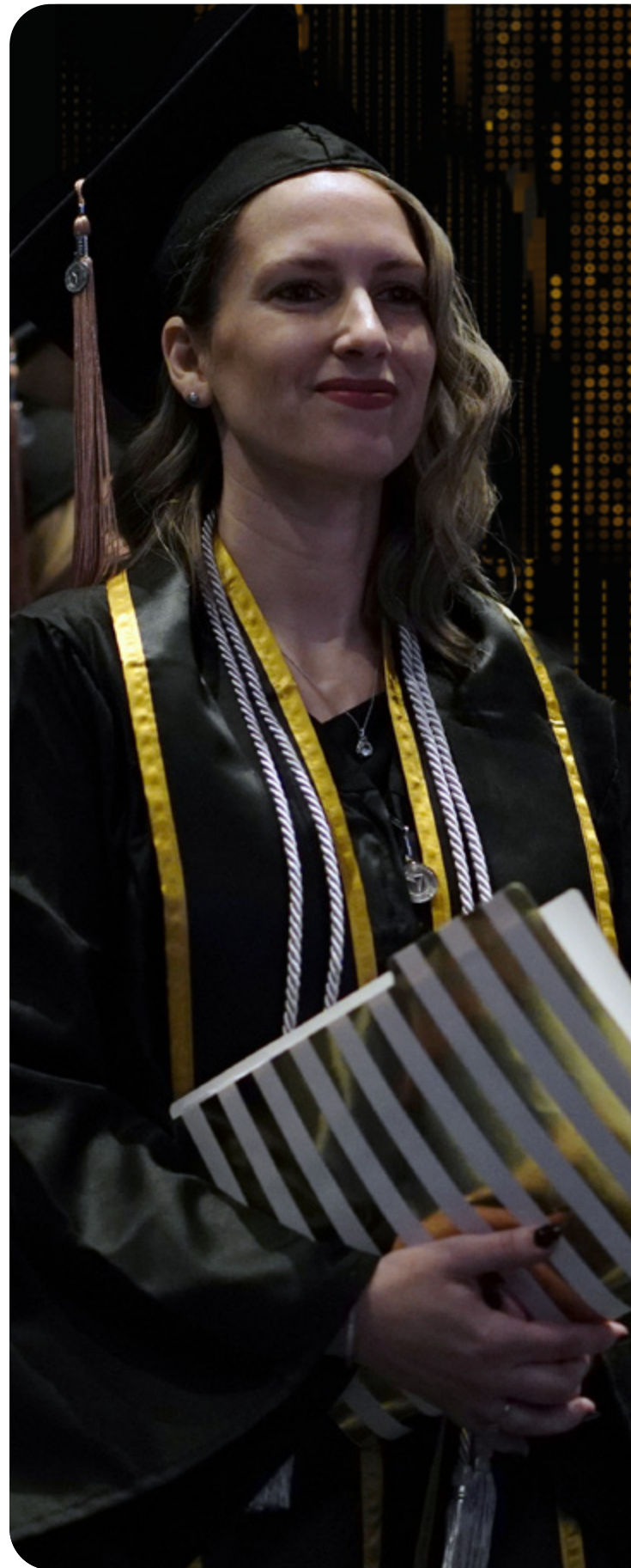
DeVry maintains an active network of 3,000-plus employer partners with whom we tailor learning pathways and provide financial support for student advancement. We balance curriculum design with course pacing to help our partners' employees leverage their tuition reimbursement and optimize their educational experience at a minimized expense.

Digital Fluency

In the workforce of today, digital fluency is essential. A digitally fluent professional knows how to leverage technology to uncover missed opportunities, identify problems, create new processes, and address findings with critical thinking, complex problem-solving, and social intelligence.¹

Across organizations and industries, digital fluency is more important than ever as digitally fluent companies are leading the pack in revenue growth and operational efficiency.²

That's why DeVry is committed to fostering digital fluency in our students. Designing our curriculum with a digital fluency focus achieves two goals: it helps increase student engagement, and it helps expand post-graduation job opportunities.



Sources:

¹<https://www.devry.edu/devryworks/thought-leadership/digital-fluency.html>

²<https://www.accenture.com/us-en/insights/consulting/honing-digital-edge>



The DeVryWorks Completion Grant program is very important to the Microchip community and all those that take advantage of it to improve their lives.

Lauren Carr

Senior Vice President of Human Resources
Microchip Technology
DeVry Partner



Academic and Program Innovation

At DeVry, we continually review and revitalize our programs in coordination with our corporate partners to help ensure alignment with industry standards and expectations in order to provide our learners with an educational experience that is relevant to the workplace of today and the future.

Number of Students Enrolling in New or Enhanced DeVry Programs



*New student counts for programs by fiscal year

Continually Enhancing and Adding Workplace-Relevant Programs

DeVry takes a disciplined approach to revitalizing our programs because employers rely on tech-centric skills of an educated workforce.

Session	New or Enhanced Program/Specialization
September 2020	Cybersecurity Undergraduate Certificate IT Essentials Undergraduate Certificate Associate in Healthcare Business Specialization Associate in Budgeting and Forecasting Specialization
November 2020	Networking Essentials Undergraduate Certificate Programming Essentials Undergraduate Certificate
March 2021	Data Mining and Analytics Undergraduate Certificate Web and Mobile Applications Undergraduate Certificate Software Design and Development Undergraduate Certificate
May 2021	Cloud Computing Undergraduate Certificate Internet of Things Undergraduate Certificate
July 2021	Business Essentials Undergraduate Certificate
November 2021	Associate in Engineering Technology Bachelor's in Engineering Technology
January 2022	Engineering Technology Undergraduate Certificate
November 2022	Associate in Cyber Security and Networking



Collaborating with Corporate Partners to Close the Opportunity Gap

In the ever-changing landscape shaped by continuous technological advancements, employers and workers grapple with identifying the skills necessary to future-proof the economy. DeVry plays a pivotal role in supporting both public and private sector partners, fostering professional development, meeting business needs, and driving economic growth and global competitiveness.

Examining the Barriers to Success in the Public and Private Sectors

A significant hurdle to effective upskilling lies in the “Say/Do Gap,” which is when professionals acknowledge the importance of skill development for their careers but often fall short in learning or enhancing those skills.

Structural barriers and legacy policies can still hinder people in upskilling. For instance, despite many organizations offering tuition reimbursement, this can pose challenges, such as requiring upfront payment or credit card usage. This can create an inequitable learning environment, particularly for employees of lower socioeconomic status, as highlighted in a 2022 study by the Gates Foundation.¹ More inclusive reimbursement policies can not only level the playing field, but also contribute to enhanced employee retention, organizational growth, and diversity.

Collaborative Efforts to Overcome Barriers

DeVryWorks, DeVry’s corporate partnership team, has transitioned to be a collaborative partner addressing common talent challenges faced by the public and private sectors. A notable example is the collaboration with Microchip Technology, a semiconductor manufacturer in Chandler, Arizona, with 23,000 employees, that was recently granted \$162 million in federal funding from the CHIPS ACT to expand operations. Recognizing challenges in attracting and retaining workers, particularly technicians, Microchip partnered with DeVryWorks.

In response, a tailored learning program was designed to serve as a structured career pathway for manufacturing employees. Overcoming hurdles such as unclear career paths, budget constraints, and a legacy tuition reimbursement policy, the collaboration allowed Microchip employees to easily access their tuition benefits with the **DeVryWorks Completion Grant** making up the difference. The value is twofold: Microchip employees gain access to a more affordable education, and the leadership team reaps the benefits of a more developed and engaged workforce.

Replicating Similar Solutions to Solve Common Challenges

Such collaborative initiatives exemplify DeVry’s commitment to addressing talent challenges and fostering sustainable growth for our corporate partners.

Specifically, the newly created DeVryWorks Completion Grant supports organizations in nurturing the professional growth of their workforce. This program is designed to empower employees by offering relevant pathways at an accredited university² that enhance their skills, positioning them for success in their current and future roles. Through the Completion Grant, individuals can fund their learning journey using a combination of employer-provided tuition benefits and any eligible federal or state grants. By minimizing the reliance on external loans, the Completion Grant not only makes education more accessible but also helps organizations attract, retain, and cultivate talent from within, contributing to the overall growth and success of both employees and the company.

For more information or to become a partner visit [DeVryWorks.com](https://devryworks.com).

“

Having a workforce that is prepared to do business in today’s environment requires us to look at things like upskilling and training. DeVry has offered us that solution. It’s necessary for our organization’s survival. Flat out.

”

– **Curtis Wightman**
Operations Manager
Microchip Technology

Sources:

¹ “Where are the Students?” Bill & Melinda Gates Foundation, September 2022, <https://usprogram.gatesfoundation.org/news-and-insights/articles/gates-foundation-probes-college-enrollment-decline>

² DeVry University is accredited by The Higher Learning Commission (HLC), www.hlcommission.org. The University’s Keller Graduate School of Management is included in this accreditation.



Career Compact:

Lifelong Alumni Support

Over nearly a century of educating learners, DeVry has opened doors for generations of alumni. Our commitment to closing the opportunity gap has helped thousands of graduates prepare to advance in their careers and meet the needs of the workforce.

DeVry's Career Services team is laser-focused on helping employers find diversified, ready-to-work talent. In 2023, more than 15,000 learners logged into HireDeVry,¹ a job board and career resource center offering a career advising informed roadmap to support learners in obtaining new career opportunities, to view more than 38,000 jobs from approximately 7,000 employers. More than 6,000 learners took the extra step to partner with a Career Advisor to help advance their career development.

DeVry's support for our graduates doesn't end on graduation day. Far from it. It extends through graduation and beyond and is a partnership between DeVry's Alumni Association and Career Services through our Career Compact.

Support through Graduation and Beyond

Our Career Compact helps alumni take control of every stage of their career journeys via personalized support, professional resources, and benefits, including:

- ▶ 1-to-1 career advising and coaching
- ▶ Webinars on managing change and harnessing strengths
- ▶ Lifelong learning content on cybersecurity, AI, and other fast-changing topics
- ▶ Role-based learning that aligns with their current or future career goals
- ▶ Stackable degree credentials
- ▶ Generous tuition savings benefits for alumni and their families
- ▶ Master's Advantage offering savings to help learners put their degree to work for them sooner⁴

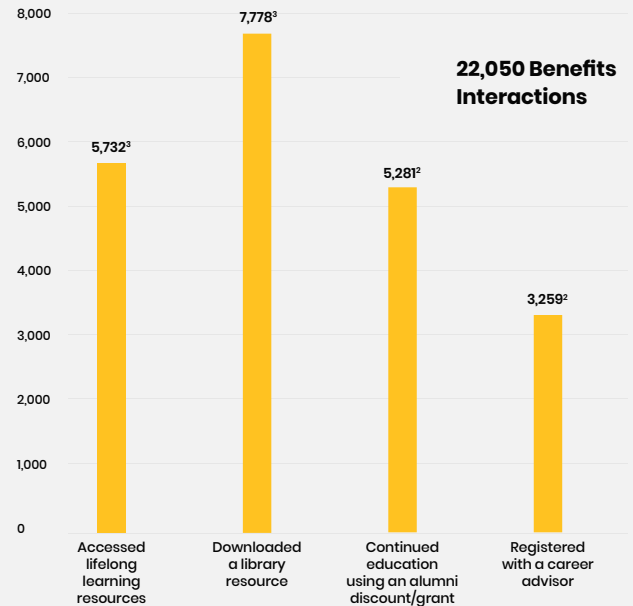
Sources:

¹ HireDeVry 2.0 is a platform that gives students and alumni access to tools that can help them plan career goals, find job leads, and align their personal strengths to employers' hiring needs.

² Data captured from September 2022 through November 2023.

³ Lifelong learning resources are offered through Skillsoft Percipio, an online platform that provides access to content that may include books, bootcamps, career journeys, certification preparation, courses, hands-on labs and more.

⁴ Eligibility and application of course waivers and prior learning credits vary based on the type of course waiver credit earned, the student's enrolled location and/or the student's state of residence. For more information, please refer to the Course Waiver section of the Keller academic catalog.



“

The student journey and the alumni journey encapsulate pathways that never end because you continue to evolve, engage, and learn opportunities that can support your career.

”

– **Stefanie Khan**, Director of Business Intelligence and Advanced Analytics at UPS

2022 Alumni Legacy Award recipient



Alumni Spotlight

2023 Alumni Achievement Award Recipients

Awarded to alumni who have attained recognition for work in their field of study and have reached a level of prominence and success in their profession.



Michael Omidele '12

Bachelor's Electronic
Engineering Technology

Founder & CEO
Clinify Healthcare Technology



George Maropakis '97, '00

Associate Applied Electronics
Bachelor's Telecommunications
Engineering

Chief Information Security Officer
**Global Technology Risk
Management**
McDonald's

2023 Alumni Legacy Award Recipients

Awarded to those alumni who go above and beyond the call, supporting students and fellow graduates.



Nelson Brown '84

Bachelor's Electronic
Engineering Technology

President and CEO
Omni Business Solutions



Sonya Wickel '01, '02, '03

Bachelor's Information Technology
MBA – Keller Graduate School of
Management
MS – Information Systems
Management

Chief Information Security Officer
Senior Director, Compliance
The Triumph Group



Elizabeth Ogunti '97

Bachelor's Computer Information
Systems

Chief Information Security Officer
JBT Corporation



Committed to Providing a Return on Student Investment

DeVry is committed to minimizing the cost of pursuing an education for our students while maximizing the value of their investment. We take a comprehensive approach to affordability, learner success, and exceptional student outcomes by leveraging grants and scholarships, recognizing prior success through acknowledging and accepting qualifying previously earned academic credentials, and holding the line on tuition.

Critical to many of our students’ success, our focus on providing a return on student investment incorporates key success metrics that guide our work, as shown below. In addition, DeVry continually makes investments in student support tools and initiatives, such as our Digital Care Engine and Career Services, to help our students complete their academic journeys and receive the best return on their investment possible.

We haven’t raised tuition rates since 2020.

Net Cost Per Student

	2020	2021	2022	2023
Net Tuition Per Enrollment Per Session	\$2,231	\$2,197	\$2,133	\$2,117
% Increase / Decrease		-2%	-3%	-1%

Net Tuition is calculated by dividing the total net tuition revenue received in the academic year by the average enrollment for the applicable academic year. (The academic year begins on July 1st and ends on June 30th). Net Tuition Revenue equals total gross tuition less any partner tuition savings, institutional scholarships, and grants. Average Enrollment is calculated by dividing the sum of total students enrolled on the census date for each session during the academic year by six sessions.



Cohort Default Rate by Year vs. Benchmark

	2020	2019	2018	2017
	Rate	Rate	Rate	Rate
DeVry University	0.0%	2.3%	8.6%	10.1%
Sector				
Public 4 Yr	0.0%	2.3%	7.0%	7.1%
Independent	0.0%	1.7%	5.2%	6.7%
Private (For-profit)	0.0%	3.1%	11.2%	14.7%
Public 2 Yr	0.0%	3.7%	8.7%	14.1%
National Average	0.0%	2.3%	7.3%	9.7%

A cohort default rate is the percentage of a school's borrowers in the U.S. who enter repayment on certain loans during a federal fiscal year (October 1 to September 30) and default prior to the end of the next 2 fiscal years. Source for sector data, FSA National CDR Comparison chart.

National Default Rate Briefing for FY 2020 Official Cohort Default Rates.

Due to the Covid repayment pause, the national average, for all sectors, as well as DeVry's is zero for 2020.

Transfer Partnerships

DeVry has partnerships with leading community college systems to support and accelerate degree completion

Type	Number
Military	4
Memoranda of Understanding and Transfer 60 Credit	35
Transfer 60 Credit Hours only	11
Transfer Guides only	30
Transfer Guides & Articulation Agreements	15
Total Transfer 60 Credit Hours	46
Total TG	45
Total Transfer Partnerships	95

Definitions

Transfer Guides - Course Equivalency Guide

Transfer 60 Credit Hours - Selected 60 Credit Hour Pathways

Articulation Agreements - Formal Transfer Relationships between Institutions

Memoranda of Understanding - Agreement to Evaluate Courses for Credit

Military - Approved Military Course Equivalencies

Average Course Net Promoters Score (NPS) Across All Courses

	July	September	November	January	March	May
AY22	65.8	65.1	64.9	67.6	65.4	66.1
AY23	67.6	67.9	68.3	70.1	67.8	68.8

Net promoter score is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product or a service to a friend or colleague. According to the Hanover Institute, the average NPS in the higher education sector is around 32.

DeVry NPS consistently outperforms compared to the Higher Ed industry NPS benchmark of around 32*

* "NPS: The Most Important Metric Your Higher Education Competitors Aren't Using" Hannover Research, March 10, 2022. <https://www.hanoverresearch.com/insights-blog/metric-your-higher-education-competitors-arent-using/?org=higher-education>

Total Amount of Scholarships and Grants by Academic Year (Millions)

Scholarships and Discounts	
2020	\$52
2021	\$61
2022	\$62
2023	\$71

“36% increase in scholarship and discount dollars offered since 2020”

Data is inclusive of all partner tuition savings, institutional scholarships and grants for the academic years listed. The academic year listed begins July 1st and concludes June 30th.



Committing to a Greener Future with NetZero



At DeVry, we believe that student success is intrinsically linked to our environmental impact. With this philosophy in mind, we launched the NetZero initiative in the summer of 2023, marking a significant step toward a more sustainable future. This is not just a statement of intent but a practical roadmap, operationalizing our commitment to sustainability across four key areas.

From using public transportation to reuse and recycling, our NetZero guidelines give us actionable, scalable best practices. Following these guidelines, we've already cut facilities and travel expenses by 16%,¹ and we've decreased our real estate footprint by 33% since mid-June 2023¹ – a significant step toward a smaller footprint. Moving forward, we aim to cut annual controllable energy use by 10%. Here's what we're doing to achieve our goals.



Travel Conscientiousness

- Evaluate whether work can be conducted virtually or remotely
- Schedule colleague travel itineraries for the same flight and transportation
- Use mass transit whenever possible (explore shuttles, ride-share options)
- Book hotel nearest to location destination to eliminate unnecessary travel
- Prioritize hotel chains, rental car/ride share services and airlines with green initiatives
- Use DeVry's Commuter Benefits Program to save pre-tax dollars for subway, train, and carpool transit

Source:
¹Internal Data



Social Conscientiousness

- Spread awareness of the impact of carbon emissions
- Reuse and recycle whenever possible
 - Use reusable water bottles
 - Dispose of recyclable items in available recycle bins
- Apply workplace best practices at home



Real Estate Guidelines

- Reassess utility, rent, and square footage needs from a carbon footprint standpoint
- Prioritize properties that offer and participate in green initiatives
- Reuse and recycle
 - Identify local schools and organizations to repurpose furniture, equipment, and supplies
 - Partner with IT to recycle electronic equipment and reduce landfill waste



Supplier Standards

- Seek out vendors with environmentally responsible practices and production methods that meet well-established certification standards
- Encourage ACH payment with vendors to reduce the need for paper billing and mail services





Conclusion

Walking the Talk When it Comes to Closing the Opportunity Gap

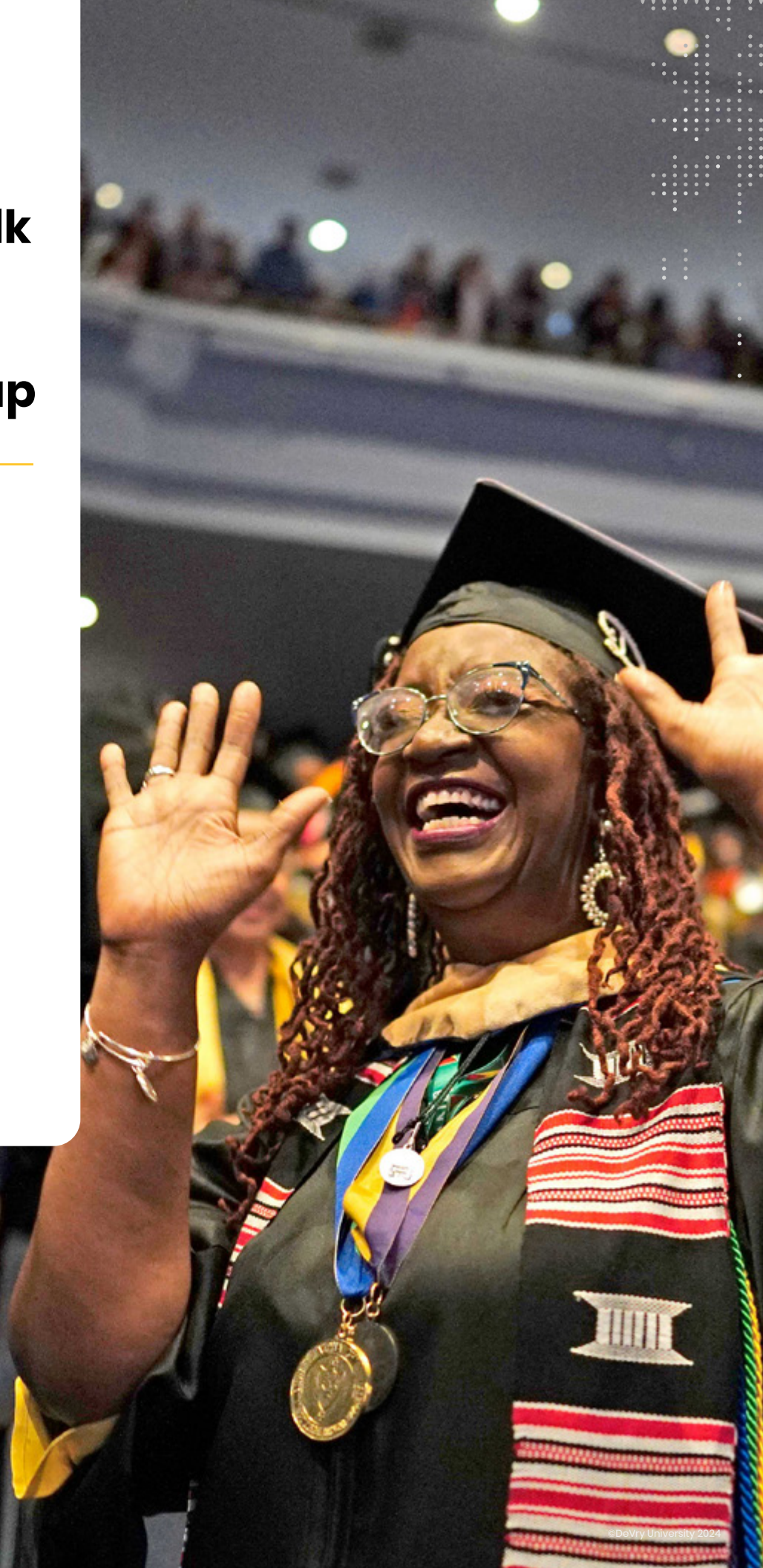
Walking the talk.

Closing the opportunity gap is little more than a trendy phrase without meaningful action to back it up. Whether it's through our innovative DeVry Scholars Programs, our deep partnerships with industry-leading corporations, or our focus on supporting non-traditional learners from diverse socioeconomic backgrounds, DeVry backs up our commitment to closing the opportunity gap every day, as we have for decades.

At DeVry, we do more than provide access to a relevant educational experience. We help our students thrive in careers shaped by continuous technological change. We provide access to the opportunities of today and tomorrow, particularly for those who for too long have lacked the options to do so within the traditional higher education system.

**Yes, our mission is ambitious,
but it is achievable.**

Working in conjunction with our dedicated partners, we're confident we can continue to turn aspirations into realities.



Connect With Us

Media and Public Relations

Email: media@devry.edu

DeVry
University



Keller
Graduate School of Management



Learn More About DeVry

In New York, DeVry University operates as DeVry College of New York. DeVry University is accredited by The Higher Learning Commission (HLC), www.hlcommission.org. The University's Keller Graduate School of Management is included in this accreditation. DeVry is certified to operate by the State Council of Higher Education for Virginia. Arlington Campus: 1400 Crystal Dr., Ste. 120, Arlington, VA 22202. DeVry University is authorized for operation as a postsecondary educational institution by the Tennessee Higher Education Commission. Lisle Campus: 4225 Naperville Rd., Ste. 400, Lisle, IL 60532. Program availability varies by location. In site-based programs, students will be required to take a substantial amount of coursework online to complete their program. ©2024 DeVry Educational Development Corp. All rights reserved.

